

**THE GEORGE WASHINGTON UNIVERSITY
Washington, DC**

**MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
SEPTEMBER 10, 1999, IN THE PROFESSORS
ROOM, UNIVERSITY CLUB, 1918 F STREET NW**

**The meeting was called to order by Vice President Lehman at
2:15 p.m.**

**Present: President Trachtenberg, Vice President Lehman, Registrar
Selinsky, and Parliamentarian Pagel; Deans Futrell and
Riegelman; Professors Berkowitz, Boswell, Captain,
Castleberry, Gallo, Granger, Griffith, Haque, Harrington,
Loew, McAleavey, Mergen, Nagy, Paratore, Park,
Robinson, Sheldon, Simon, Stephanic, and Wilmarth**

**Absent: Deans Harding, Lefton, Mazzuchi, Phillips, Williams, and
Young; Professors Agnew, Cawley, Duff, Johnston, and
Pelzman**

APPROVAL OF THE MINUTES

**The minutes of the regular meeting of May 7, 1999, were approved as
distributed.**

RESOLUTIONS

**RESOLUTION 99/1, "A RESOLUTION REGARDING THE
WELLNESS CENTER PROPOSED FACULTY USER FEES"**

**Professor Silber, immediate past Chair of the Committee on Athletics
and Recreation, moved the adoption of Resolution 99/1, and the motion was
seconded. Professor Silber explained that the Committee had discussed this
matter for about three years when it became known that the Wellness Center
was projected to include user fees for faculty. Last year at a meeting of the
Senate one of the financial officers of the University said that it was expected at
that time that the fee to the faculty who wanted to join the Wellness Center
would run \$295 a year, and those faculty who wanted to use the swimming pool
located at the Smith Center, would also have to join the Wellness Center. He
said that about 85% of the Committee endorsed the Resolution, but there was a**

minority view that indicated that modest fees for use of the Center were not unreasonable. The majority opinion was that it has been a long-standing tradition at the University that the use of the Smith Center has been a cost-free privilege of faculty when it was not being used for varsity sports or for classes, and that the Resolution essentially endorses a continuation of this policy.

Professor Griffith suggested that, rather than limiting the choice to a per-use basis, as stated in the Second RESOLVING clause, there could be another choice of a fixed-term user fee for people who use the gym frequently. Professor Silber agreed that there could be both choices. Professor Griffith then moved that the Second RESOLVING clause, second sentence, be amended, as follows: "for faculty user fees, then those fees be ~~based on a per/use~~ provide a choice of either a fixed term or a per/use basis. . . ." Professor Mergen, Chair of the Committee accepted the amendment as a friendly amendment in the interests of expediting the Resolution.

Professor Boswell, Chair of the Appointment, Salary and Promotion Policies Committee, noted that the ASPP Committee discussed this issue and thought that some form of user fee would be appropriate, but that newly-hired faculty should be exempt for a period of a couple of years. Professor Simon pointed out that the Resolution should not take both sides. Either it is in favor of fees, both one-time user fees and annual fees, or it is against fees. Professor Griffith asked Deputy Treasurer Schauss, who was present, if the administration was already locked into an agreement with the bank that this money will be squeezed from faculty for user fees. Mr. Schauss replied that the administration is not locked in with any bank to squeeze any faculty on any fee. However, he said, the building will cost a large dollar amount to construct and to equip in order to provide the services that the University wants to provide. A stream of revenue is needed from the facility to pay the debt service and expenses, but there is no lock-in to any component for any dollar amount. The position of the administration, he said, is that if one uses the facility, there would be a fee, so the faculty, the staff, the President, and Vice Presidents would all be charged a fee to use the facility. Professor Captain asked what the student fee would be, and Mr. Schauss replied that all students will pay \$7.50 per credit hour or \$112.50 per semester.

Professor Loew commented that when this issue was last discussed by the Senate, he had somewhat facetiously raised the question that a disincentive to use the gym would be a partial solution to the tenure problem. He said he would now like to offer something a bit more substantive in the way of an article

that appeared in the International Herald Tribune (9/7/99), which discusses the costs to employers, in this case, of obesity. The point made in this article is that it is estimated that obesity costs the nation \$99 million in 1995 and medical care \$39 billion in productivity losses. He said that it would seem to him to be in the best interests of the University to have as productive a faculty and staff as it could, and, to the extent that a Wellness Center would stimulate such productivity, that should be considered an investment, notwithstanding the need for the revenue flow which he thought was estimated to be only a few hundred thousand dollars. He said that the question then is where that proposed revenue flow fits in with the needs. Mr. Schauss replied that projected users within the faculty and staff is about 15% which includes full-time and part-time employees, as well. The administration was projecting less than \$300,000. He noted that the total operating expense along with debt service is projected at approximately \$4.4 million when the Wellness Center starts full service. Professor Loew said that from what he has heard only a small fraction of our total employees use the Smith Center on a regular basis and he thought that creating a fee is not going to encourage more people to use it.

Professor Griffith expressed his ambivalence about the Resolution in part because, while he was a very regular user at the Smith Center and did not relish paying a fee, he understood the desire for fee-support from users. However, he said, he thought the planning of the Wellness Center was clearly something that was driven by the administration's perception that we needed to provide a better facility for students, and were willing to take away a benefit from the faculty unless the faculty are willing to pay for it. He said that he did not think there was ever any indication that this was driven in part by faculty discontent with the usage of the Smith Center. Professor Sheldon said that she thought the most significant aspect of the issue is what it does to the University's ability to recruit strong new faculty because we know that they do consider the total package of benefits and we need to know whether this will hurt the University competitively in recruiting. Secondly, she pointed out that most well-managed corporations use cafeteria plans for benefits. If the University went to a cafeteria plan, the individual faculty member could individually direct the money that is now being spent on other benefits to flow into the Wellness Center, and she wondered if the University has considered such a cafeteria plan. Professor Boswell responded that he has spoken to Vice President Bortz about a cafeteria plan and he indicated that he would explore it. Professor Robinson asked Professor Silber if he knew what fees were being charged at other universities, and he responded that he thought American University

charges \$130 a year and some schools charge nothing if the facility is not being used for some other purpose. Mr. Schauss stated that their research showed that most universities in the region with new Wellness Centers charged a fee comparable to ours. He recalled that Georgetown University charges \$355 per year and that American University is lower. Professor Nagy commented that if the administration expects to make more than enough to service the debt from the students, then he did not understand the reason why we have a fee to use the Wellness Center.

The question was called on the original motion, as amended, and Resolution 99/1 failed by a vote of 7 to 9. (Resolution 99/1 is attached.)

President Trachtenberg, noting the failure of the Resolution, said that he wanted to assure the faculty that he understood the thrust of the recommendation by the Athletics and Recreation Committee, and that the administration will take the matter under serious advisement and will try to find accommodation in the fullness of time if one is possible. He stressed that the administration's business here is not to appear to be depriving the faculty of anything. While it is the business of the Senate to advocate the interests of the faculty, he thought it responsible also for the University writ large. He pointed out that last spring the Senate passed a Resolution concerning the compensation of faculty, i.e., average faculty members at the University be compensated in the top of the 80% of the AAUP ranking and no faculty presumably, with exceptions for cause, below the 60th percentile of the AAUP. The President explained that the administration does not take all of the Senate resolutions exactly at the same value, and by comparison it seemed to him that the Resolution on faculty compensation, to which the administration is committed, is a more serious matter. We all live in a world of choices, he said, and given his druthers, he would rather pay faculty well and then have the faculty spend their money earned through their professional efforts on the things that matter most to them.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT OF FISCAL PLANNING AND BUDGETING COMMITTEE FOR THE 1998-99 SESSION

Professor Griffith explained that he was offering this Report on behalf of the Fiscal Planning and Budgeting Committee, despite the fact that it was prepared under the Acting Chair, Professor Edward Cherian, who was currently on sabbatical leave. He said the role of the FP&B Committee has been to serve as a conduit for bringing financial and enrollment data to the Faculty Senate, and through the Faculty Senate to the Faculty as a whole. The data contained in the Report is prepared by the Treasurer's Office, and the Committee attempts in its Report to try to clarify certain issues where it thinks that the way in which the figures are presented may be misleading. Professor Griffith said that he has been asked why the Committee essentially just focuses on the University budget but does not include a review of the Medical Center budget. He explained that the Medical Center budget involves a lot of expenditures and revenues which are not in the strict sense academic and it is a very complicated, interrelated budget. However, he noted that at least one member of the Committee has urged that the Committee in the coming year do at least a minimal review of the Medical Center budget in view of the published information that, while the Hospital under new management seems to have made a little bit of money, the Faculty Associates Plan has lost a very significant amount of money, something on the order of \$39 million. And although that budget is separate, it affects the University's budget as a whole. Another point, he said, is that the data presented here on the capital budget is significantly out of date since it was generated by the University during the last academic year, and there has been an explosion of new projects in the University since this past spring. He said that he hoped the Committee would be able to present to the Senate an updated overview of the capital budget this fall. (Note: the Report referenced herein was distributed with the agenda for this meeting.)

Professor Griffith then referred to the following tables with brief remarks:

Table 1: Income/Expense Statement, FY 1994-98: This table shows that the University continues to operate on a balanced budget with a growing annual surplus revenue over expenses of a 465% gain for the 1994-9 period. When one looks at Table 1, for example, in 1997 the total revenue was \$387

million and expenses were only \$315 million; in 1998 the revenues were \$410 million and the expenditures were only \$343, which would lead one to think that this was a really profitable operation. But, in fact, most of the difference between revenues and expenditures comes in terms of changes in the growth of the endowment as reflected on Table 10.

Table 2: Balance Sheet for the University, FY 1994-98: Things aggregated at this level are very difficult to interpret and one can see the increase in the total net assets of the University and get a sort of overview of the University, including the Medical Center, but it is very hard to break that out because it does not relate directly to Table 1 University Income Statement.

Table 3: Virginia Campus Income/Expense Statement, FY 1994-98: The FP&B Committee has a particular interest in trying to track what is going on at the Virginia campus because it noted with some dismay that there was a revenue shortfall of about \$1 million. The total revenue goes down from about \$11.3 million to about \$10.3 million. The million dollar decrease in revenue was explained as being due largely to a drop in SEAS enrollment and lower open enrollment. But there are other components as well, including a dropoff in research and gift revenue. In terms of expenses, there is a sizeable increase in Administration which jumped from \$774,000 the previous year to \$1.14 million this year, which concerned the Committee. If one looks at the relationship between total program and research expenses, and the program and research surplus or deficit, the Virginia campus has been slowly building up to basically cover its operating expenses, but now it has been falling off; it has not been paying back the capital debt very much and it is now not meeting its operating expenditures, including the debt service. Overall, this picture generates some concern.

Table 4: Mount Vernon College Operation: This Table reflects the actual revenues and expenditures projected for the next few years. The University anticipates that by the Year 2003, it will have an investment of some \$36.4 million in the Mount Vernon campus, and this money is coming from borrowing and the endowment. To see the significance of this huge investment, an alternative use of the amount of money from the endowment; e.g., could have been allocated directly to Gelman Library's collection which would have a very powerful impact on advancing the central mission of the University.

Table 5: Technology Funding: Payouts from the endowment for technology improvements and operations have increased to a total of almost \$108 million. The operating funds' share of the burden is increasing, financed by a changed tuition and fee structure for incoming student classes.

Table 6: Proposed FY 2000 Budget Increases: There are two small supplements to Gelman Library in the academic operating expenses and to the Collections under New Academic Initiatives. This is an area where an update is needed because of the apparent surge in enrollment, and it is necessary to know what the revenues for this year will be and what the possibilities for meeting new demands will be.

Table 7: Student Enrollment Data-On-Campus, Fall 1994-98: The remarkable thing is that while the undergraduate enrollment has gone up 14% and the graduate enrollment has fallen 8%, the on-campus total has remained essentially in a steady state. There is not much change overall, just some shifting around of the components.

Table 8: Student Enrollment Data-Off-Campus, Fall 1994-98: There have been some spectacular changes, starting from a relatively small base. The largest, probably most significant, increase is in terms of the School of Medical and Health Sciences and the School of Business and Public Management who are clearly moving substantial numbers of programs off-campus.

Table 9: Enrollment Comparison with Market Basket Schools: The University has a 5% (combined) enrollment growth rate during 1994-98, fairly large when compared to reporting Market Basket Schools.

Table 10: Endowment Value and Payout, FY 1994-98: There is a very substantial increase in the value of the endowment of over 82% from 1994-98. The Committee asked what portion of the growth of the endowment has been due to raising capital funds through gift-giving and what portion represents increased value of the equities in the endowment. Although the endowment has grown by some \$240 million, only about \$30 million has come from gifts. A concern had been raised about whether or not the University, in its annual budgeting process, was relying on a somewhat excessive payout level from the endowment and whether or not it is out of line with what other schools were doing. The University has been using a payout figure of about 5.5% on the

rolling 3-year average and the Committee has satisfied itself that this is a reasonable rate of endowment payout in view of the growth of the endowment.

Table 11: Endowment Value Comparison with Market Basket Schools: Although our endowment has grown in value over these five years, the 1994 rank was in the 40's and the 1998 rank has dropped to 63rd, and if one looks at the endowment on an FTE basis, the University's overall ranking is 196. The University may be doing well but it seems to be falling in rank relative to others, and whether that is on the whole a satisfactory performance is not something on which the Committee formally drew any conclusions.

Table 12: Proposed Five-Year Capital Budget: This Table reflects the major expenditures for Fiscal Years '99, '00, and '01. Major growth in capital expenditures budgeted for this period will be in new construction of: on-campus housing, science building, Health and Wellness Center, and Media and Public Affairs building for a total of \$169 million. There certainly will be changes in the level of debt which the University will be incurring as it expands this Capital Budget.

Professor Griffith then offered to answer any questions the members might have.

Professor Simon made the point that it is correct that the Medical Center lost approximately \$39 million; however, the Medical Faculty Associates only accounted for 25% of that loss. The other \$30 million came from other entities within the Medical Center. He said that basically every entity, except the School of Public Health and Health Services, has lost money.

The President thanked Professor Griffith for his report which he thought reflects an extraordinarily dynamic University. A review of the budget, he said, is helpful because it outlines the commitments that the institution is making to academic facilities. President Trachtenberg said that he hoped the Senate would sit with the administration and review the Medical Center issue, not because we cannot imagine losing \$40 million given the size of our enterprise, but absent an answer to the question of what might happen next year and the next, we have been obliged, working with the leadership of the Medical Center, both the administration and the faculty, to take a very hard look at the operation. When hard choices have to be made, doing so, he said, with the informed counsel of the Senate becomes imperative. He

emphasized that we are going to continue to be a school that offers medicine and public health, but we are engaged in a very daunting enterprise, and we are trying to do it by paying as much reverence as we can to our conventions, our values, our mores, and our Faculty Code, which is very challenging.

Professor Simon noted that the Medical Faculty Associates have had to reduce its faculty and some faculty have had to take salary cuts. The Medical School has always lost money and some of the clinical income from the Faculty Medical Faculty Associates would go to the Medical School--this year it was \$4.6 million. There is increasing resentment of that causing somewhat of a crisis, i.e., how much longer will the clinical faculty be willing to continue to sacrifice a portion of their income to provide support for the Medical School at the same time they are receiving salary reductions before there is a significant exodus by members of the clinical faculty.

DISCUSSION BY PRESIDENT TRACHTENBERG ABOUT PROPOSED ANNUAL REPORT FOR THE YEAR 2000

The President noted that this year's Annual Report focused on a kind of visual and textual reflection of the built environment. Next year, he said, he would like to focus on the faculty, and he was asking the help of the Senate in preparing this report. He said that he wanted to have a faculty roster with as close to 100% of our faculty as possible represented, with each faculty member noting the academic accomplishment he or she feels most proud of in the past year. The President said that what he has in mind to talk about is how GW has developed on the people-side since its founding in 1821, and then largely point with pride--while acknowledging the unfinished agenda--at our academic staff. He noted that there will be a photographer who will want to do some pictures or bio-sketches, and that he, himself will be collecting a lot of data, and asked the cooperation of the Senate. The following year he said he would focus on the student body, and the three Annual Reports taken together would give us an interesting perspective on GW at the end of the 20th and the beginning of the 21st century.

Professor Berkowitz noted that many of the publications forms attached to the faculty's annual reports in the Columbian School are missing and he wondered what happened to them. Vice President Lehman responded that some of the forms are not attached when the annual reports are sent to his office and he is going to make a much more directed attempt to make certain that all of those forms are, in fact, forwarded to his office.

GENERAL BUSINESS:

I. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Robinson, Chair, is enclosed.

Professor Griffith noted that in Professor Robinson's report, she mentioned that Professor Izumi had once again managed to mediate and settle a dispute between the faculty and the administration. He said that mediation is her special field and she is very good at it. He thought the faculty is indebted to her for this particular service that she provides in helping to mediate disputes, and he wanted the Senate to recognize that. Vice President Lehman seconded Professor Griffith's statement because he said he thought that Professor Izumi did an excellent job, and Professor Robinson added that Professor Izumi is the only person who has always eagerly taken on this important and daunting task and she does it magnificently.

With reference to the Administration's response to Senate Resolutions acted upon in the 1998-99 Session, Professor McAleavey asked what the word "Received" by the Administration meant. President Trachtenberg replied that it meant that the administration acknowledged them and they were self-actuating. Professor McAleavey noted that the resolution changing the "Z" symbol was designated "Received" by the administration, but that he did not think it had actually been implemented thus far. Associate Vice President Linebaugh explained that the "Z" notation is under review. The issue is whether or not it should continue to appear on the transcript as a "Z" or there should be some other notation; also what sort of follow-up would be appropriate when student are given a "Z" notation for a course.

II. 1998-99 ANNUAL REPORTS OF SENATE STANDING COMMITTEES

The Annual Reports of the Committee on Physical Facilities and the Committee on Research were distributed and received. (The Reports are attached.)

Professor Berkowitz commented that the Library Committee might want to look into the question of making the Library a more inviting

destination. He said it seemed to him in an era when many students do their research on their personal computers in their rooms, it is important for them to find the Library, to touch books and to see books.

Professor Nagy offered his compliments to anyone who was involved in making journals available electronically because it has been tremendously helpful to him and to several of his colleagues.

President Trachtenberg, in responding to Professor Berkowitz' comments, invited the Senate members to visit the 6th floor of the Library which has been renovated and is beautifully furnished with open stacks and windows overlooking the quad. He thought it is now as welcoming a library space of its kind as is available in higher education in this country.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Loew said that it probably has not escaped the attention of the Faculty Senate that the School of Engineering and Applied Science has been reorganized over the past summer. Now, he said, there is interest apparently in some quarters in reconsidering the name of the School. He pointed out that Article IX of the Faculty Code provides that "the Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University." Although a name change does not by itself constitute creation, consolidation, or elimination, he said that it certainly does affect the perception and the way the School will interact with other parts of the University and beyond, as well. He said he was bringing this up as a matter of information at this time, and offering it for consideration to the Executive Committee. Professor Robinson asked who is considering the change, and Professor Loew indicated that Vice President Lehman has been the most active stimulus. Vice President Lehman explained that as part of the final conclusions of the reorganization and strategic planning that was going on in the School, he raised the question about a name change from the viewpoint of getting feedback from the faculty. Six names were suggested, he said, and he put those out for a straw vote with the idea that he would send the results back to the School for the faculty to consider. President Trachtenberg explained that the question essentially comes down to whether a word like computers or information technology should be part of the name which might attract more students to the institution. Professor Robinson said that the matter of the proposed name

change would be placed on the Executive Committee's agenda to discuss whether or not the Senate has a role with respect to such an issue.

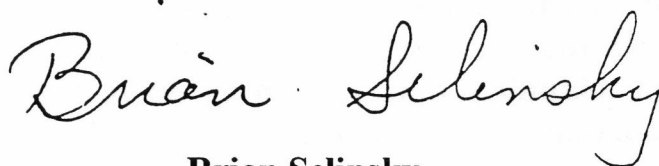
Professor Paratore asked if the University has any control over where vendors are allowed outside of buildings, such as the Library. Vice President Lehman said that he and the President have discussed this issue because Librarian Siggins brought it up about a year ago. The President commented that it is a fascinating and a multi-layered, almost sociological, question. While vendors clearly serve a need, he said that over the past ten years the number may have gotten a little out of hand and at some point the University may want to raise that issue with the District. Has that time come?

Professor Nagy raised a question about the quality of the air conditioning in classrooms and, particularly, in the computer lab. Vice President Lehman replied that he would obtain that information. Professor Nagy then asked what the policy is for long-term employees who have lost their jobs, insofar as long-term medical benefits are concerned, for example, the Faculty Club employees. The President replied that those people were not University employees, but rather employees of Aramark, the University's contracted caterer, and the new University Club is operated by a different contractor. Nevertheless, provision was made for those who sought it.

Professor Griffith, noting that the last phone directory was published two year ago, expressed his hope that a new directory would soon be ready. Vice President Lehman indicated that he would look into the matter.

ADJOURNMENT

Upon motion made and seconded, Vice President Lehman adjourned the meeting at 4:05 p.m.

A handwritten signature in cursive script that reads "Brian Selinsky".

Brian Selinsky
Secretary

**A RESOLUTION REGARDING THE WELLNESS CENTER
PROPOSED FACULTY USER FEES (99/1)**

WHEREAS, the use of athletic and recreational equipment at The George Washington University has been a cost-free privilege of faculty since the 1930's; and

WHEREAS, the continuing high morale of the faculty, and the need to recruit superior faculty are of utmost importance to this University; and

WHEREAS, the administration strives to enhance faculty-student interaction in all arenas of the University's life and the imposition of fees on faculty for use of the new Wellness Center will discourage the use of these facilities and encourage faculty to use facilities away from the campus; and

WHEREAS, the Faculty Handbook (December, 1992) specifically grants to faculty the use of athletic facilities in the Smith Center when not being used for other University-sponsored activities; and

WHEREAS, other universities in the area grant their faculty use of their athletic and health facilities either without cost or at a very nominal fee; **NOW, THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the Faculty Senate endorses the continuation of the current policy of no user fees with regard to the use of the Wellness Center (when it is put into service); this reflects the spirit, if not the exact wording, of the current Faculty Handbook; and
2. That , if budgetary considerations make clear that there is a definite need for faculty user fees, then those fees ~~be based on a per/use~~ provide a choice of either a fixed term or a per/use basis, that they be as modest as possible, and that they be instituted only after some period of trial use on the part of the faculty; and
3. That the Senate endorses a policy that would, in the event user fees are imposed, exempt newly-hired faculty from all user fees for a period of two years, and would allow continuing faculty a three-time per semester exemption from user fees.

Committee on Athletics and Recreation
April 9, 1999

Failed, September 10, 1999

UNIVERSITY SENATE FACILITIES COMMITTEE
1998-99 Annual Report

During the 1998-99 academic year the Facilities committee met three times. All of these meetings were held during the fall semester. During that time the committee reviewed the current major projects under construction as well as future campus development plans. These included the Media and Public Relations Building, the Health and Wellness Center and the addition to the parking garage. Other projects under consideration which were presented to the Committee included new and/or additional space for the Law School and Business School and a major Science building.

The five-year plan for the University must be submitted to the city by January 4, 2000. The committee requested that it be informed of the proposed plans in a timely manner.

Members of the committee expressed considerable frustration over the fact that their role was limited to receiving information after decisions had been made and priorities established. The committee expressed interest in becoming involved in the earliest stages of the planning process, before final decisions have been made.

The 1998-99 charge to the committee had been to examine the potential role of the old University Hospital. Mr. Katz joined the committee on December 1, 1998 and discussed the fiscal requirements that might be associated with a major renovation. According to Mr. Katz, no plans had, as yet, been developed; but President Trachtenburg would convene a committee to address this issue.

The committee originally planned to have further discussions regarding the use of the Hospital during the spring semester. However, after discussions with Vice-President Williams and Mr. Philip Schaengold (CEO of the Hospital), it was felt to be prudent to avoid any such discussions pending the final decision by the city regarding the replacement hospital.

Final Report of the Faculty Senate Committee on Research For the 1998-99 Academic Year

The Committee on Research met five times during the 1998-99 academic year. The Committee explored incentives and structures might facilitate increased research activity at GWU. During the first semester, we reviewed extant documents on state of research at GWU, holding clearly in mind the goal of making GWU a "Research I" institution, while realizing the potential tradeoffs between quality of teaching and research activity. We were also aware of differences in types of research done across the University, and in the availability of funding for the various types of research.

We discussed the results of an new incentive system, "Released Time for Research," funded through Vice President Sigelman's Office, which was designed to increase federal funded research, stimulate new research, and improve the research climate for new faculty. We will continue to follow faculty who participated over the next two years to determine the effects of this effort. This incentive system resulted in awards to 17 faculty in four Schools (CSAS, GSEHD, ESIA, and SBPM) for the 1998-99 academic year.

In addition, at V.P. Sigelman's request, the Committee reviewed a policy statement on Research Agreements with Industry and provided feedback on the Survey of Support Services for Research, Scholarship, and Creativity.

During the spring semester, we decided to explore an issue that perennially arises—University, School, and departmental policy and practice on course releases for research. There was quite a bit of anecdotal and written evidence that there were considerable differences in perceptions of course release policy across the University, as well as practices. The purpose of this study was not only to survey course release patterns at the departmental level, but also to learn if there was a relationship between teaching load and research productivity, and identify practices that seemed especially creative or productive in stimulating research.

A subcommittee was formed, consisting of Bill Briscoe, Ravi Achrol, and Sharon Lynch, led by Tom Mazzuchi. The subcommittee met three times and developed the "Faculty Senate Research Committee Course Load Questionnaire." This was distributed to department chairs across the University in the spring, 1999. In order to increase the survey response rate, we sent a letter and a second copy of the survey to department chairs early in June, 1999. We have received survey information from 33 departments (please see enclosed list). The intention was to analyze the data during the 1999-2000 academic year.

In our last meeting of the year, the Faculty Senate Research Committee met with the Research Advisory Committee in a joint session where we discussed research issues and

incentives. We completed a survey to rank order research priorities for the 1999-2000 academic year (results enclosed). This input directly affects the Strategic Plan for Research and V.P. Sigelman's budget requests for the upcoming year.

Respectfully submitted,

Sharon Lynch, (Teacher Preparation and Special Education) Chair

Members:

Ravi Achrol, Marketing

Barry Berman, Physics

William Briscoe, Physics

Caren Goldberg, Management Science

Joseph Gastwirth, Statistics

William Painter (Emeritus), Law

Ann Romines, English

Pilar Saenz (Emeritus), Romance Languages and Literature

Richard Schlagel, Philosophy

Barry Wessels, Radiology

ex officio

Linda Gallo, Executive Committee Liaison

Stephen Ladisch, Director GWU Institute of Biomedical Sciences

Thomas Mazzuchi, Interim Dean SEAS

Carol Sigelman, Associate Vice President for Research and Graduate Studies

Scott Stebelman, Research Librarian, Gelman Library

Faculty Senate Research Committee Course Load Questionnaire

Responses received from the chairs of the following departments, as of June 2, 1999:

- 1) Ad Sci Program
- 2) Art therapy
- 3) American Studies
- 4) Biological Sciences
- 5) Business
- 6) Center for Professional Psychology
- 7) Chemistry
- 8) CHOS
- 9) Civil Engineering and Environmental Engineering
- 10) Classics
- 11) Communication
- 12) Economics
- 13) Educational Leadership
- 14) Engineering Management
- 15) English
- 16) Geography
- 17) German and Slavic
- 18) International Business
- 19) Management Science
- 20) Marketing
- 21) Mathematics
- 22) Media and Public Affairs
- 23) Naval Science
- 24) Operations Research
- 25) Philosophy
- 26) Physics
- 27) Political Management
- 28) Psychology
- 29) Religion
- 30) SMPP
- 31) Speech and Hearing
- 32) TPSE
- 33) WSTU

RESEARCH FUNDING PRIORITY RATINGS FOR 1999-2000
AS RATED BY THE ADVISORY COUNCIL ON RESEARCH
AND THE FACULTY SENATE RESEARCH COMMITTEE, May 1999

Please rate the priority of each using the following scale:

- 5 = Top priority; definitely deserves funding or additional funding
- 4 = High priority
- 3 = Medium priority; would be nice
- 2 = Fairly low priority
- 1 = Very low priority

- 4.36 Released Time Associated with Research Activity: Encourage Deans and chairs to provide course release time to highly research-active faculty and continue the program of sharing costs with the deans of the Released Time for Research program that awards a course reduction for writing a proposal for external funding (Will be funded at \$30,000 in FY99-00; Research & Graduate Studies provides \$2,000 toward part-time replacement instructor costs, deans provide the rest.)
- 4.09 Tuition Awards Linked to Sponsored Graduate-Student Support: Expand the availability of tuition waivers for students supported by stipends on grants from the current allotment (currently \$70,000, though we were able to add \$52,000 to that for FY99-00.)
- 1.7 Incentives to Junior Faculty to Seek External Funding: Provide an award in each school of \$5,000 each to the authors of the best proposals for outside funding submitted by junior faculty during the year
- 3.9 University Facilitating Fund: Increase the money available for internal support of faculty research proposals from the current level of \$178,000.
- 3.95 Faculty Start-Up Funds: Establish a central fund to augment what the schools can provide in start-up funds for newly hired faculty (for computers, labs, research assistants, extra travel funds, etc.).
- 3.45 Research Enhancement Funds Program: Increase the allocation of institutional support through the REF program to Centers and Institutes that have achieved or have the potential to achieve excellence (currently funded at \$310,000.)
- 3.33 Equipment Cost-Sharing: Increase the allotment for university cost-sharing on equipment proposals from the current \$50K.
- 3.4 Support for Dissertation Research: A fund would be distributed proportionally to the schools and made available to support small awards to graduate students to help them conduct their dissertation research. Awards would be made during the year on a first come, first served basis to those whose proposals are favorably reviewed.
- 2.77 Development of Central Facilities for Research Needs: Assess existing capabilities and needs and, if warranted, establish central facilities for graphics, machine and electrical work, technical assistance, and the like.
- 3.73 Development of an Administrative Research Structure within Each School: Ensure that an Associate Dean is assigned responsibility for research and that faculty know that this person is the liaison between the Office of Sponsored Research and Associate Vice President for Research & Graduate Studies and the school.

- 3.33 Grant Administration Infrastructure: Strengthen post-award support to grant and contract recipients to aid them with appointments, procurement, etc. (A CSAS grants administrator and secretary will be added in FY99-00; work to improve procedures within administrative offices will continue.).
- 2.88 Support for Activities Related to Technology Transfer: Create a fund to support faculty expenses associated with seeking patents and commercialization of research products (a Technology Development Office is to be opened in FY99-00 with about \$250,000 funding from the Medical Center, University, and Children's Research Institute; this will not cover patenting and other expert consultant costs).
- 2.3 Summer Bridge Support for Active Grant-Getters between Grants: Existing support programs do not allow for investment in productive grant-getters when they do not get refunded and want to seek continuation funding.
- 3.88 Increased REIA Allocations: Increase the amount of revenue sharing based on external funding brought to GW beyond the current 1 % of direct costs, 5 % of tuition, and 5 % of the proportion of full indirect costs received. (FY-99's REIA distribution was \$598,000 split equally among PIs, departments, and schools.)
- 2.25 Scholars Showcase: This research day event costs \$25,000-\$30,000 to put on; for that reason and because the Marvin Center remodeling project makes it impossible to ensure space next year, I am skipping this in 2000-But should the event be held on either a yearly or biennial basis?

____ Write-In #1:

____ Write-In #2:

____ Write-In #3:

REPORT OF THE EXECUTIVE COMMITTEE

September 10, 1999

Professor Lilien F. Robinson, Chair

1. GRIEVANCE

As previously reported to you, a Special Mediator, Professor Carol L. Izumi, was appointed in a grievance from the School of Business and Public Management. Professor Izumi has reported that the grievance has been resolved and the grievance has been withdrawn by the grievant.

2. NONCONCURRENCES

The Executive Committee was informed that the two Administration nonconcurrences with faculty recommendations, one in Columbian School and one in the School of Business and Public Management, previously reported to the Senate, were sustained by the Board of Trustees.

The Executive Committee has recently received a nonconcurrency in the School of Medicine and Health Sciences, and has begun the process of review. Pursuant to its role, as defined by the Faculty Code, the Executive Committee will review the documentation, and meet with the representatives of the faculty and the Dean to determine if compelling reasons and supporting evidence have been provided for the nonconcurrency.

3. GW FORUM

Because its establishment was upon the recommendation of the Faculty Senate in 1969, I would like to advise you of the current status of the GW Forum. The publication costs and the stipend for the editor have been supported by the Administration. For some time concerns have been expressed with respect to the paucity of faculty and student interest in the Forum. There have also been discussions with respect to different approaches and directions that might be considered. President Trachtenberg brought this matter to the Executive Committee and his conclusion, supported by the Executive Committee, was that rather than prepare another issue of the GW Forum, we use this year to give serious thought to what type of academic publication would be best suited to our campus as we enter the new millennium.

4. FACULTY ASSEMBLY

The Faculty Assembly has been scheduled for Wednesday, October 27, 1999, from 3:00-5:00 p.m., in the Marvin Center, Room 402-404; a reception will follow. Please urge your colleagues to attend. New members of the faculty are introduced at the Assembly. There are presentations by President Trachtenberg, Vice President Lehman, and a report of the Faculty Senate.

5. OTHER SENATE MATTERS

The Executive Committee has appointed Professor Sharon H. Lynch and Professor Mona E. Zaghloul, members of the Senate Research Committee, to the Advisory Council on Research; the administration has appointed Professor John L. Glascock and Professor James E. Starrs, members of the Advisory Council, to the Senate Research Committee.

6. NEW LOCATION OF FACULTY SENATE MEETING PLACE AND FACULTY SENATE OFFICE

Faculty Senate meetings have been scheduled in the new University Club, 1918 F Street, N.W., in the Professors Room, Second Floor. However, in view of the limited size of this room, an alternative space will be explored. The Faculty Senate Office is now located in the University Club, Room 314.

7. ANNOUNCEMENTS

An updated membership list of Senate Standing Committees will be distributed with the minutes of the September meeting. This list will reflect any changes in the membership since May, 1999.

The next meeting of the Executive Committee is Friday, September 24th, to set the agenda for the October 15th Senate meeting. Any items of business for the Senate agenda should be received by the Executive Committee before September 24th.

10/4/99

FACULTY SENATE COMMITTEES
1999-00 Session

STANDING COMMITTEE CHAIRS*
1999-2000

EXEC. CTE.
LIAISON

- | | | |
|-----|---|------------|
| 1. | ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY
Chair, Professor Hugh L. Agnew | Gallo |
| 2. | ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND
ENROLLMENT MANAGEMENT
Chair, Professor Thomas J. Nagy | Harrington |
| 3. | APPOINTMENT, SALARY, AND PROMOTION POLICIES
Chair, Professor John G. Boswell | Boswell |
| 4. | ATHLETICS AND RECREATION
Chair, Professor Bernard M. Mergen | Granger |
| 5. | EDUCATIONAL POLICY
Chair, Professor Paul B. Duff | Pelzman |
| 6. | FACULTY DEVELOPMENT AND SUPPORT
Chair, Edward D. Berkowitz | Harrington |
| 7. | FISCAL PLANNING AND BUDGETING
Chair, Professor William B. Griffith (Fall-'99)
Professor Debra R. Sheldon (Spring-'00) | Pelzman |
| 8. | HONORS AND ACADEMIC CONVOCATIONS
Chair, Professor Michael S. Castleberry | Granger |
| 9. | LIBRARIES
Chair, Professor Salvatore R. Paratore (Fall-'99)
Professor Carol H. Hoare (Spring-'00) | Wilmarth |
| 10. | PHYSICAL FACILITIES
Chair, Professor Mona Zaghloul | Boswell |
| 11. | PROFESSIONAL ETHICS AND ACADEMIC FREEDOM
Chair, Professor Robert J. Harrington | Robinson |
| 12. | RESEARCH
Chair, Professor Muhammad I. Haque | Gallo |
| 13. | UNIVERSITY AND URBAN AFFAIRS
Chair, Professor Yvonne Captain | Wilmarth |
| 14. | JOINT COMMITTEE OF FACULTY AND STUDENTS
Co-Chair, Professor David W. McAleavey | Robinson |

*Member of the Senate

MEMBERS OF THE FACULTY SENATE COMMITTEES
1999-00 Session

Executive Committee

Smith A101A	Lilien F. Robinson (CSAS), Chair	4-7094
2134 G St. #201	John G. Boswell (GSEHD)	4-7117
Ross 538	Linda L. Gallo (SMHS)	4-3521
Mon 401	Mary J. Granger (SBPM)	4-7159
Phillips 609	Robert J. Harrington (SEAS)	4-3158
Funger 632	Joseph Pelzman (ESIA)	4-7108
LLibr B303C	Arthur E. Wilmarth, Jr. (GWLS)	4-6386
Rice 8th Flr	Stephen J. Trachtenberg, President, (ex officio)	4-6500

ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY

*Chair: Agnew, Hugh L., History
 Abravanel, Eugene, Psychology
 Lee, Ting N., Engineering
 Linkowski, Donald C., Counseling, HORS
 Rau, Pradeep A., Business Administration
 Rong, Yongwu, Mathematics
 Sullivan, Patricia A., Exercise Science

ex officio:

Bortz, Walter M., Vice President for Administrative and Info.
 Srvs.

*Gallo, Linda L., Executive Committee Liaison
 Katz, Louis H., Vice President and Treasurer
 Marshall, Barbara, Director, Faculty Personnel
 Williams, John F., Dean, Medical School & Health Sciences

ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT

*Chair: Nagy, Thomas J., Management
 Bergquist, Kareen, Radiology
 Huve, Gerard, Romance Languages & Literatures
 Rong, Yongwu, Mathematics
 Sten, Christopher, English
 Ticktin, Max, Classics

ex officio:

Beil, Cheryl, Director of Academic Planning and Assessment
 Chernak, Robert A., Vice President for Student & Academic
 Supp. Srvs.

*Harrington, Robert J., Executive Committee Liaison
 Kordis, William S., Naval Science
 Lehman, Donald R., Vice President for Academic Affairs
 Mandelbaum, Steven, Student Liaison
 Napper, Kathryn, Director of Admissions
 Rypkema, Geri, Director, Fellowship & Graduate Student Support
 Selinsky, Brian P., Registrar
 Small, Daniel, Director of Enrollment Management Administration
 Williams, Kristin, Director, Graduate Enrollment Support Services

*Member of the Senate

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

- *Chair: Boswell, John G., Educational Leadership
Berg, Patricia, Biochem/Molecular Biology
Carayannis, Elias, Management
- *Gupta, Murli M., Mathematics
Hill, Peter P., (Emeritus) History
Kirsch, Arthur, (Emeritus) Statistics,
Kyriakopoulos, Nicholas, Engineering
Ludlow, Gregory, Romance Languages & Literatures
- *Park, Robert E., Law
Schwartz, Arnold, Pathology
Tuazon, Carmelita, Medicine
Wasylkiwskyj, Wasyl, Engineering
West, Lynda, Teacher Preparation & Special Education
Yeide, Harry E., Religion

ex officio:

- Bortz, Walter M., Vice President for Administrative & Info. Svcs.
- *Boswell, John G., Executive Committee Liaison
Kaplan, Susan, Associate Vice President for Human Resources
Katz, Louis H., Vice President and Treasurer
Lehman, Donald R., Vice President for Academic Affairs
Sarkani, Shahram, Associate Dean, SEAS
Stewart, Andrea W., Director, Gelman Library Administration

ATHLETICS AND RECREATION

- *Chair: Mergen, Bernard M., American Civilization
Dew, Donald W., Counseling
Lee, Ting N., Engineering
Loebman, John, Naval Science
McHugh, Patrick, Management Science
Paup, Donald C., Exercise Science
Rowley, David, Chemistry
Sullivan, Patricia A., Exercise Science

ex officio:

- Caress, Edward A., Executive Associate Dean, CSAS
Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
Dutra, Jeremy, Student Liaison
- *Granger, Mary J., Executive Committee Liaison
Jones, Aubre, Director of Recreational Sports & Fitness Services
Kvancz, Jack, Director of Athletics and Recreation
Warner, Mary Jo, Senior Associate Director of Athletics & Recreation
Young, Michael K., Dean, Law

*Member of the Senate

EDUCATIONAL POLICY

*Chair: Duff, Paul B., Religion
Anderson, John, Naval Science
Churchill, R. Paul, Philosophy
Hufford, Terry L., Biological Sciences
Karcher, Donald, Pathology
McGraw, Stephen, Health Care Sciences
Tollo, Richard, Geology
Youens, Laura, Music

ex officio:

Beil, Cheryl, Director, Academic Planning & Assessment
Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
Futrell, Mary H., Dean, GSEHD
Harter, Elizabeth, Librarian III, Gelman Library
Lehman, Donald R., Vice President for Academic Affairs
Napper, Kathryn, Director of Admissions
*Pelzman, Joseph, Executive Committee Liaison
Sadler, Catherine, Student Liaison
Selinsky, Brian P., Registrar
Sigelman, Carol, Associate Vice President for Research & Grad. Studies
Small, Daniel, Director of Enrollment Management Administration
Stebelman, Scott, Research Librarian, Gelman Library

FACULTY DEVELOPMENT AND SUPPORT

*Chair: Berkowitz, Edward D., History
Carayannis, Elias, Management
Edwards, Maureen, Pediatrics
Gupta, Murli M., Mathematics
Harizanov, Valentina, Mathematics
Lindahl, Frederick W., Accountancy
McGraw, Stephen, Health Care Sciences
McGuire, Brian J., Emergency Medicine
Miller, Wayne C., Exercise Science

ex officio:

Bortz, Walter M., Vice President for Administrative & Info. Svcs.
*Harrington, Robert J., Executive Committee Liaison
Jackson, Rebecca, Gelman Library
Linebaugh, Craig, Associate Vice President for Academic Planning
and Special Projects
Nutty, David, Associate University Librarian for Information Services
and Technology, Gelman Library
Rogers, Thomas A., Jr., Director, Human Resources Services

*Member of the Senate

FISCAL PLANNING AND BUDGETING

*Chair: Griffith, William B., Philosophy (Fall-'99)

*Sheldon, Debra R, Accountancy (Spring-'00)

Cherian, Edward A., Engineering

Garris, Charles A., Engineering

Kwoka, John, Economics

Lang, Roger H., Engineering

Lindahl, Frederick W., Accountancy

*Paratore, Salvatore R., Educational Leadership

Peroni, Robert J., Law

Waters, Robert C., Engineering

Yezer, Anthony M., Economics

ex officio:

Bass, Gerald H., Associate V.P. for Health Economics, Medical Center
Beard, Sheila, Assistant Vice President for Budget

Boselovic, Don, Associate Vice President for Finance

Chernak, Robert A., V.P., for Student and Academic Supp. Svcs.

Harding, Harry, Dean, Elliott School of International Affairs

Katz, Louis H., Vice President and Treasurer

Lehman, Donald R., Vice President for Academic Affairs

*Pelzman, Joseph, Executive Committee Liaison

Siggins, Jack, University Librarian

Whitaker, Roger, Associate Vice President for Academic Development and
Continuing Education

HONORS AND ACADEMIC CONVOCATIONS

*Chair: Castleberry, Michael S., Special Education

Click, Reid, International Business

Rashid, Martha (Emeritus) Educational Leadership

Regnell, Joan R., Speech & Hearing

Wade, Alan, Theatre/Dance

ex officio:

Anderson, G. David, University Archivist, Gelman Library

*Granger, Mary J., Executive Committee Liaison

Holland, Sandy H., University Relations

Kasle, Jill F., University Marshal

Lehman, Donald R., Vice President for Academic Affairs

Plonk, Audrey, Student Liaison

Selinsky Brian P., Registrar

Shipway, Lynn D., Special Assistant to the Vice President for
Administrative & Information Services

*Member of the Senate

LIBRARIES

*Chair: Paratore, Salvatore R., Education (Fall-'99)

*Hoare, Carol H., Human Development & HRD (Spring-'00)

Brakob, Devin, Naval Science

Glick, Irving I., Mathematics

Lowe, John, Geography

Phillips, Terry M., Medicine

Reeves, Philip (Emeritus) HSMP & HCA

ex officio:

Bader, Shelley A., Director, Medical Library

Lehman, Donald R., Vice President for Academic Affairs

Pagel, Scott B., Librarian, Law Library

Siegel, Dan, Student Liaison

Siggins, Jack, University Librarian

Sterling, Christopher, Associate Dean for Graduate Studies, CSAS

*Wilmarth, Arthur E., Jr., Executive Committee Liaison

PHYSICAL FACILITIES

*Chair: Zaghloul, Mona, Engineering

Junghenn, Hugo, Mathematics

Lipscomb, Diana, Biological Sciences

O'Rear, Charles, Forensic Science

Sabelli, Bradley W., Theatre & Dance

Schlagel, Richard H., Philosophy

Van Buren, Ed, Naval Science

ex officio:

*Boswell, John G., Executive Committee Liaison

Bortz, Walter M., Vice President for Administrative & Info. Svcs.

Katz, Louis H., Vice President and Treasurer

Linebaugh, Craig, Associate Vice President for Academic Planning
and Special Projects

MacEwen, Virginia, Librarian II & Chair, Gelman Library Space Com.

O'Malley, Matt, Student Liaison

Schauss, John A., Deputy Treasurer

*Member of the Senate

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

- *Chair: *Harrington, Robert J., Engineering
- Darr, Kurt, Health Sciences Management & Policy
- Garcia, Jorge, Counseling
- Goodenough, David J., Radiology
- Green, Colin, Teacher Preparation & Special Education
- Johnson, Diana, Biological Sciences/Genetics
- *Johnston, Gerald P., Law
- Kahn, Walter K., Engineering
- Lobuts, John, Management Science
- McDonald, Jane A., Educational Leadership
- Pierpont, Howard C., (Emeritus) Surgery
- Robinson, David, Jr., Law
- Schwartz, Arnold, Medicine
- *Simon, Gary, Medicine
- *Stephanic, Jeffrey, Art

ex officio:

- Lefton, Lester A., Dean, Columbian School
- Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects
- *Robinson, Lilien F., Executive Committee Liaison
- Weston, Beth, Librarian III, Gelman Library
- Young, Michael K., Dean, Law

RESEARCH

- *Chair: Haque, Muhammad I., Engineering
- Berman, Barry L., Physics
- Bonin, Joseph E., Mathematics
- Carayannis, Elias, Management Science
- Dew, Donald W., Counseling
- Freund, Maxine, Teacher Preparation & Special Education
- +Glascok, John, Finance
- Lynch, Sharon H., Teacher Prep. & Special Education
- +Starrs, James, Law and Forensic Sciences
- Vocjcic, Branimir, Engineering
- Wolff, Frederick, (Emeritus) Medicine
- Zaghloul, Mona E., Engineering

ex officio:

- *Gallo, Linda L., Executive Committee Liaison
- Ladisch, Stephan, Director, GWU Institute of Biomedical Sciences
- Mazzuchi, Thomas A., Interim Dean, SEAS
- Sigelman, Carol, Associate Vice President for Research & Grad. Studies
- Stebelman, Scott, Research Librarian, Gelman Library

+ Representative from Advisory Council on Research

*Member of the Senate

UNIVERSITY AND URBAN AFFAIRS

*Chair: Captain, Yvonne, Romance Languages & Literatures
Brown, Walter, Educational Leadership
Griffin, Jennifer, Strategic Management & Public Policy
Hannigan, Tricia, Naval Science
Maurer, W. Douglas, Engineering
Nashman, Honey W., Human Services & Sociology
Shea, Kevin, Naval Science
Steeves, Kathleen, Teacher Prep. & Special Education
Umpleby, Stuart, Management Science

ex officio:

Betts, Keith, Executive Director, Alumni Relations
Cannaday, Rob, Counselor, Multicultural Student Services
Demczuk, Bernard, Assistant V.P. for District of Columbia Affairs
Enriquez, Christina, GW Health Plan
Henderson, Francine, Head, Special Collections, Gelman Library
Katz, Louis H., Vice President and Treasurer
Marootian, Jeff, Student Liaison
Matsumoto, Amiko, Director, Office of Community Service
Robinson, Sammie, Associate Director, Undergraduate Admissions
Phillips, Susan M., Dean, School of Business & Public Management
Willis, Ronald, Assistant Vice President for Congressional, Federal
and State Relations
*Wilmarth, Arthur E., Jr., Executive Committee Liaison

The following Committee is not a Standing Committee of the Faculty Senate
but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTSFaculty Members:

*Co-Chair: McAleavey, David W., English
Beck, Sylven S., Elementary Education
Doroslovacki, Milos, Engineering & Applied Science
Park, Karen, Anesthesiology
Regnell, Joan R., Speech & Hearing
Sabelli, Bradley W., Theatre/Dance
Ticktin, Max, Classics

ex officio:

Beaulieu, Adrian, Director of International Programs, ESIA
Beil, Cheryl, Director of Academic Planning & Assessment
Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
Donnels, Linda, Dean of Students
Gargano, Michael, Executive Director, Student Activities Center
Lefton, Lester A., Dean, Columbian School
*Robinson, Lilien F., Executive Committee Liaison
Wilson, Robert J., Asst. Dir., Educ. Svcs., Univ. Couns. Ctr.
Wooldridge, Annie B., Assistant Vice President

Student Members:

Co-Chair: Sadler, Catherine
Doshi, Daven
Herring, Tim
Roberto, Liz
Rodeback, Jon
Ryan, Dan
Schneidmill, Naomi

Ex officio:

Meisner, Phil

Updated 10/99) THE GEORGE WASHINGTON UNIVERSITY
THE FACULTY SENATE - 1999-00 SESSION

The Faculty Senate meetings for the 1999-00 Session will be held on the second Friday of each month (exceptions: October, January and May) as follows:

May 7, 1999	January 21, 2000
September 10, 1999	February 11, 2000
October 15, 1999	March 10, 2000
November 12, 1999	April 14, 2000
December 10, 1999	The 2000-2001 Session begins on May 5, 2000

<u>Phone</u>	<u>Ex Officio Member (stated by the Faculty Organization Plan)</u>
6500	Trachtenberg, Stephen Joel President

<u>Phone</u>	<u>Administrative Members (stated by the Faculty Organization Plan)</u>
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6510	Lehman, Donald R.	Vice President for Academic Affairs
6393	Selinsky, Brian P.	Registrar
	(Appointed by the President):	
6161	Futrell, Mary H.	Dean, Graduate School of Education & Human Dev.
6241	Harding, Harry	Dean, Elliott School of International Affairs
6130	Lefton, Lester A.	Dean, Columbian School of Arts & Sciences
6080	Mazzuchi, Thomas A.	Dean, Interim, School of Engineering & App.Sci.
6380	Phillips, Susan M.	Dean, School of Business & Public Mgt.
4772	Riegelman, Richard	Dean, School of Public Health and Health Svcs.
2987	Williams, John F.	Dean, Medical School and Health Sciences
6288	Young, Michael K.	Dean, GW Law School

7337	Pagel, Scott	Parliamentarian
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<u>Phone</u>	<u>Faculty Members</u>	<u>Term Expires</u>	<u>School</u>
6232	Agnew, Hugh L.	2000	International Affairs
8174	Berkowitz, Edward D.	2000	Columbian School
7117	Boswell, John G.	2001	Education and Human Development
7078	Captain, Yvonne	2000	Columbian School
1510	Castleberry, Michael S.	2001	Education and Human Development
2125	Cawley, James F.	2001	Medical Center
6363	Duff, Paul B.	2001	Columbian School
3521	Gallo, Linda L.	2000	Medical Center
7159	Granger, Mary J.	2001	Business and Public Management
8684	Griffith, William B.	2000	Columbian School
4964	Haque, Muhammad I.	2001	Engineering and Applied Science
3158	Harrington, Robert J.	2000	Engineering and Applied Science
9471	Johnston, Gerald P.	2000	GW Law School
6515	McAleavey, David W.	2001	Columbian School
2601	Mergen, Bernard M.	2000	Columbian School
7090	Nagy, Thomas J.	2000	Business and Public Management
2602	*Paratore, Salvatore R.	2001	Education and Human Development
6750	Park, Robert E.	2001	GW Law School
7108	Pelzman, Joseph	2001	International Affairs
7094	Robinson, Lilien F.	2000	Columbian School
8217	Sheldon, Debra R.	2001	Business and Public Management
4717	Simon, Gary L.	2001	Medical Center
9052	Stephanic, Jeffrey L.	2001	Columbian School
6386	Wilmarth, Arthur E., Jr.	2000	GW Law School
3772	Zaghloul, Mona	2000	Engineering and Applied Science
	(to be elected)	2001	Columbian School

(Professor Paratore - Fall, 1999; Professor Hoare - Spring, 2000)

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

August 30, 1999

The Faculty Senate will meet on Friday, September 10, 1999, at 2:10 p.m., in the Seminar Room, Second Floor, University Club, 1918 F Street, NW.*

AGENDA

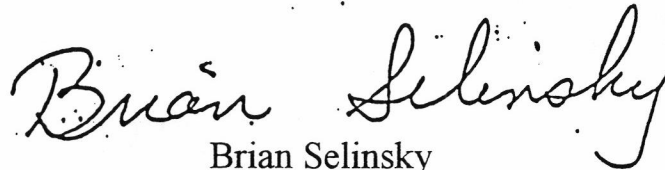
1. Call to order
2. Approval of the minutes of the regular meeting of May 7, 1999, as distributed
3. Resolutions:

A RESOLUTION REGARDING THE WELLNESS CENTER
PROPOSED FACULTY USER FEES (99/1); Athletics and Recreation
Committee (Resolution 99/1 attached)
4. Introduction of Resolutions
5. Report of Fiscal Planning and Budgeting Committee by Professor William B. Griffith (Annual Report of FP&B Committee attached)
6. Discussion by President Trachtenberg about Proposed Annual Report for the Year 2000
7. General Business:
 - (a) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
 - (b) 1998-99 Annual Reports of Senate Standing Committees: Libraries Committee and Executive Committee of the Faculty Senate (reports attached)

*NOTE: Please note new location of Senate meeting place.

8. Brief Statements (and Questions)

9. Adjournment


Brian Selinsky
Secretary

**A RESOLUTION REGARDING THE WELLNESS CENTER
PROPOSED FACULTY USER FEES (99/1)**

WHEREAS, the use of athletic and recreational equipment at The George Washington University has been a cost-free privilege of faculty since the 1930's; and

WHEREAS, the continuing high morale of the faculty, and the need to recruit superior faculty are of utmost importance to this University; and

WHEREAS, the administration strives to enhance faculty-student interaction in all arenas of the University's life and the imposition of fees on faculty for use of the new Wellness Center will discourage the use of these facilities and encourage faculty to use facilities away from the campus; and

WHEREAS, the Faculty Handbook (December, 1992) specifically grants to faculty the use of athletic facilities in the Smith Center when not being used for other University-sponsored activities; and

WHEREAS, other universities in the area grant their faculty use of their athletic and health facilities either without cost or at a very nominal fee; **NOW, THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the Faculty Senate endorses the continuation of the current policy of no user fees with regard to the use of the Wellness Center (when it is put into service); this reflects the spirit, if not the exact wording, of the current Faculty Handbook; and
2. That , if budgetary considerations make clear that there is a definite need for faculty user fees, then those fees be based on a per/use basis, that they be as modest as possible, and that they be instituted only after some period of trial use on the part of the faculty; and
3. That the Senate endorses a policy that would, in the event user fees are imposed, exempt newly-hired faculty from all user fees for a period of two years, and would allow continuing faculty a three-time per semester exemption from user fees.

Committee on Athletics and Recreation
April 9, 1999

**Faculty Senate
Fiscal Planning & Budgeting Committee**

May 8, 1999

1998-99 Report To The Faculty Senate

Enclosed is the 1998-99 edition of the Committee's Five-Year Financial, Enrollment and Projected Data Report. This is a primary output of the Committee, which was well received by many faculty last year, and which we hope will be a continuing annual product. Financial information is complex by nature. These data have been summarized, condensed and simplified in the interest of readability and appeal to the widest possible faculty audience.

This Committee continues to be busy, well organized and highly productive. There were a total of nine meetings this year, all well attended by both faculty and administration members. Each meeting is preceded by written agenda items and minutes are recorded and subsequently approved.

The work of the Committee was divided into subcommittees and initiatives on financial issues thought to be the most pressing concern of the faculty. These efforts included:

- entrepreneurial arrangements between the administration and individual schools and academic programs
- the Mount Vernon school/campus
- the planned Wellness Center
- technology initiatives
- the Virginia campus
- a Cost Benchmarking project, focusing on General & Administrative Expenses
- new budget initiatives for FY 00
- classroom space needs
- development of a special report to the faculty on *Five-year Financial, Enrollment and Projected Budget Data*

All faculty members of the Committee selected assignments from the above and periodically reported progress.

It is the opinion of the Chair that most of the above issues under review this year should be continued into next year's committee efforts. In addition it is recommended that the Committee's faculty membership be increased by 3 additional members to provide more complete coverage of the issues undertaken.

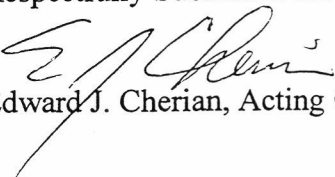
The Committee was supported by data, insights and reports from administration members, most notably Vice President Don Lehman and Associate Vice President Don Boselovic provided many details. The Committee received and reviewed a substantial assortment of past financial

data and budget and enrollment projections. Also included were data concerning the university endowment, capital projects, tuition comparisons. and general and administrative cost changes.

The Committee received a detailed briefing from the university's Chief Information Officer concerning technology initiatives. The Committee also reviewed the status of university classroom space with the Associate Vice President for Academic Planning and Special Projects. The Committee Chair represented the faculty at all of the 1998-99 meetings of the Board of Trustees' Development & Alumni Affairs Committee.

The Chair thanks all members for their time, efforts, and intellect in the Committee's deliberations. And on behalf of the Committee the Chair particularly acknowledges the consistent and substantial contributions this year of Vice President Don Lehman and Associate Vice President Don Boselovic.

Respectfully Submitted for the Committee:



Edward J. Cherian, Acting Chair

Faculty Members:

Edward Cherian, Mgt Sci, SBPM (Acting Chair)
Sharon Confessore, HRD, GSEHD
William Griffith, Phil, CSAC
John Kwoka, Econ, CSAS
Roger H. Lang, EECS, SEAS
Murray Loew, EECS, SEAS
Salvatore Paratore, Educ, GSEHD
Robert Waters, Eng Mgt, SEAS
Anthony Yezer, Econ, CSAS
Phil Wirtz, Mgt Sci, SBPM (Ex Officio; Executive Committee Liaison)

Administrative Members:

Sheila Beard, Assistant VP for Budget
Don Boselovic, Associate VP for Finance
Donald Lehman, VP for Academic Affairs
Jack Siggins, University Librarian
Gerald Bass, Associate VP for Health Economics

Enclosure: Five-Year Financial, Enrollment and Projected Budget Data Report (May 8, 1999)

**FIVE-YEAR FINANCIAL, ENROLLMENT AND
PROJECTED BUDGET DATA
(1994-98)**

REPORT TO THE FACULTY SENATE

MAY 8, 1999

Summary

With respect to each of the following tables, your attention is drawn to some significant highlights:

Table 1. The University continues to operate on a balanced budget, with a growing annual surplus (revenue - expenses); a 465% gain for the 1994-98 period. A large portion of this increase in net assets is in the endowment and therefore is not available for general expenditures.

Table 2. Net assets are now \$867 million, a 77% increase during 1994-98; a strong position. This balance sheet is for the combined University and Medical Center, and therefore does not relate directly to Table 1. University Income Statement. A directly related balance sheet will be presented next year.

Table 3. The Virginia Campus had a revenue shortfall last year of about \$1 million and thus experienced a Program deficit, for the first time in the last five years. A substantial portion of annual operating expenses and debt service (between \$535,000 and \$1.5 million) was paid out of the overall university operating budget.

Table 4. The University has invested, and will continue to invest in the Mount Vernon College (now "Campus"), a total of almost \$27 million in debt and from the endowment, through FY 99. Additional investments will be made until the projected break-even point in 2002. The Mount Vernon College acquisition remains a concern for many faculty, and this Committee will continue to monitor this initiative.

Table 5. Funding for technology improvements and operations has been increased to a total of almost \$108 million. Current actual expenditures are exceeding this budget sum. Operating budget funds used for technology improvements will be realized from projected tuition increases from new freshmen classes.

Table 6. Priority funding requests for new academic initiatives in FY 2000 have not all been satisfied. In particular, requests for additional funding for graduate education programs, marketing, academic and administrative operating expenses and others, have not been funded. New Academic Initiative funding total some \$750, 000 as opposed to \$1.5 million previously planned.

Table 7. On-campus enrollment remained flat during 1994-98. A 14% increase in undergraduate enrollment was offset by an 8% decrease in graduate enrollments during this period.

Table 8. Off-campus enrollments continue to grow in almost all program and degree areas, a total of 73% during the report period.

Table 9. GWU has a 5% (combined) enrollment growth rate during 1994-98, when compared to reporting Market Basket schools.

Table 10. The endowment continues to expand (82% between 1994-98) and we continue to utilize a portion of the investment gains each year; a payout rate currently of about 5.7%. The Committee considers this a reasonable rate of endowment payout.

Table 11. The endowment's growth during 1994-98 is presented in comparison with market basket schools where it can be noted that GWU has slipped in the rankings during the reporting period.

Table 12. Major growth in capital expenditures budgeted between FY 1999-03 will be in new construction of: on campus housing, science building, Health and Wellness Center, and the Media and Public Affairs building; a total of \$169 million during this period. The major source of funding for major development projects will be debt financing.

Table 13. Details of the Five-Year Capital Budget are presented.

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(1) Data provided by the Office of the Vice President and Treasurer and Office of Institutional Research.

TABLE 1

THE GEORGE WASHINGTON UNIVERSITY

INCOME STATEMENTS - UNIVERSITY*

For the years ended June 30th

(in thousands)	1994	1995	1996	1997	1998	% INCREASE 1994 - 1998
REVENUE:						
Gross student tuition and fees	\$ 208,319	\$ 230,601	\$ 238,248	\$ 260,783	\$ 276,459	
Less: Financial Aid	(54,265)	(57,579)	(58,124)	(64,353)	(68,679)	
Net student tuition and fees	154,054	173,022	180,124	196,430	207,780	
Grants and contracts						
Program funds	30,704	31,911	33,615	37,446	44,594	
Indirect cost recoveries	3,623	3,611	3,730	4,289	4,689	
Investment income						
From real estate	6,558	7,107	103,132	16,319	9,614	
Net unrealized gains				44,419	21,334	
Other, including realized gains	7,912	22,480	45,100	15,785	47,135	
Auxiliary enterprises	33,541	37,655	39,464	46,121	51,129	
Contributions	9,728	10,190	14,809	13,268	13,129	
Donated gifts in kind				5,953	713	
Other	6,909	7,593	8,801	7,838	10,036	
Total revenue	<u>253,029</u>	<u>293,569</u>	<u>428,775</u>	<u>387,868</u>	<u>410,153</u>	62.1%
EXPENSES:						
Instruction and departmental programs	107,940	129,046	133,882	158,543	168,038	
Sponsored programs	28,771	32,198	34,202	37,626	43,993	
Student services	23,003	38,989	41,006	36,815	42,280	
Administration and general	24,277	26,232	28,604	35,451	42,595	
Auxiliary enterprises	23,673	26,947	28,840	37,057	37,193	
Maintenance and operation of plant**	20,506					
Uncollectible contributions - time released				895		
Other	6,052	8,496	9,122	8,314	8,607	
Total expenses	<u>234,222</u>	<u>261,908</u>	<u>275,656</u>	<u>314,501</u>	<u>342,706</u>	42.4%
Less equipment purchases included above	8,204					
Depreciation**	14,590					
Interfund Transfers - Out (In)						
Mandatory	333					
Other	305					
Other (Decreases) Increases in Net Assets:						
Debt service and mandatory purposes		(1,805)	(521)	(456)	408	
(Support)/investment		(716)	360	(12,946)	(1,310)	
INCREASE IN NET ASSETS	11,783	29,140	152,958	59,965	66,545	464.8%
NET ASSETS AT THE BEGINNING OF THE YEAR	<u>274,379</u>	<u>271,059</u>	<u>300,199</u>	<u>453,157</u>	<u>513,122</u>	
NET ASSETS AT THE END OF THE YEAR	<u>\$ 286,162</u>	<u>\$ 300,199</u>	<u>\$ 453,157</u>	<u>\$ 513,122</u>	<u>\$ 579,667</u>	102.6%

* These statements are for the University only. They do not include transactions for the Hospital, Medical Faculty Associates, the School of Medicine and Health Sciences, or The George Washington University Health Plan.
 In fiscal year 1996, the University adopted the revised standards for financial reporting set forth in SFAS No. 117.
 The fiscal year 1995 financial statements were restated to reflect the adoption of the revised standards but earlier years have not been restated.

** Maintenance and operations of plant and depreciation are allocated across expense categories starting in FY95.

*** Represents the percent increase from total expenses, less equipment purchases, plus depreciation in FY94 to total expenses in FY98.

TABLE 2

THE GEORGE WASHINGTON UNIVERSITY

BALANCE SHEETS (University and Medical Center)
As of June 30th

(in thousands)	1994	1995	1996	1997	1998	% INCREASE 1994 - 1998
ASSETS						
Cash and cash equivalents	\$ 71,280	\$ 95,808	\$ 133,738	\$ 81,041	\$ 50,048	
Accounts receivable, net	71,667	77,487	80,307	65,670	79,718	
Inventory and prepaid expenses	12,367	9,587	8,095	3,779	4,746	
Contributions receivable, net (a)		8,057	8,102	11,617	11,961	
Investments						
Real estate (b)	73,606	73,991	71,894	133,212	130,643	
Other	259,839	278,917	395,133	546,164	636,030	
Loans receivable, net	22,370	23,177	23,685	24,013	24,984	
Physical properties, net						
Land and buildings	225,824	239,225	251,683	253,182	263,731	
Furniture and equipment	63,059	68,628	70,000	68,641	77,772	
Other assets	7,851	8,952	9,468	8,122	4,402	
Total assets	\$807,873	\$883,829	\$1,052,105	\$1,195,441	\$1,284,035	58.9%
LIABILITIES						
Accounts payable and accrued expenses	\$ 66,224	\$ 71,225	\$ 75,415	\$ 68,584	\$ 73,158	
Deferred revenue						
Tuition and other deposits	16,111	17,512	13,161	15,775	14,057	
Grants and contracts prepayments	9,204	10,757	10,864	13,690	12,497	
Group contract settlements	19,023	5,021	8,620	11,799	3,350	
Insurance reserve	34,690	33,343	35,062	31,148	31,665	
Bonds and notes payable (c)	174,608	182,295	184,808	255,926	257,466	
Refundable advances from U.S. Government (a)		22,222	23,133	23,384	24,215	
Total liabilities	319,860	342,375	351,063	420,306	416,408	30.2%
NET ASSETS (a)						
Unrestricted net assets						
General operating		138	516	(1,202)	(501)	
Designated operating		34,221	42,246	46,646	51,255	
Capital and investing		381,022	514,774	580,015	658,345	
Total unrestricted net assets		415,381	557,536	625,459	709,099	
Temporarily restricted net assets		18,937	20,534	16,343	10,080	
Permanently restricted net assets		107,136	122,972	133,333	148,448	
Total net assets		541,454	701,042	775,135	867,627	77.8%
Total liabilities and net assets		\$883,829	\$1,052,105	\$1,195,441	\$1,284,035	
Old format						
FUND BALANCES						
Unrestricted	4,221					
Restricted	23,233					
Federal loan programs	20,578					
University loan funds	4,550					
Endowment funds	91,731					
Funds functioning as endowments	145,543					
Unexpended plant funds						
Reserves for repairs, maintenance and debt service	6,152					
Building funds	30,883					
Net investment in plant	161,122					
Total fund balances	488,013					
Total liabilities and fund balances	\$807,873					

(a) In fiscal year 1996, the University adopted the revised standards for financial reporting set forth in SFAS No. 117. The fiscal year 1995 financial statements were restated to reflect the adoption of the revised standards but earlier years have not been restated.

(b) Real estate is stated at cost. The fair market values of real estate were \$188 million in 1998 and \$182.5 million in 1997.

(c) The 1997 increase includes debt associated with the acquisition of 2000 Pennsylvania Ave. from our partner (also reflected in the increase in Real estate) and various capital projects, including New Hall and renovations to Lisner and Stuart Halls.

TABLE 3

VIRGINIA CAMPUS

INCOME STATEMENTS

(in thousands)	1994	1995	1996	1997	1998	% INCREASE 1994 - 1998
REVENUE:						
Degree Programs						
EMIS/MIS-SBPM	\$ 690	\$ 694	\$ 801	\$ 865	\$960	
EMBA-SBPM	1,278	1,443	1,609	1,694	1,774	
SEAS	1,230	1,618	2,001	2,925	1,970	
SEHD	978	1,126	1,042	1,198	1,028	
Non Credit Programs	781	918	924	667	841	
Program Revenue	4,957	5,799	6,377	7,348	6,573	
Research and Gift Revenue (a)	1,365	1,966	2,883	4,036	3,730	
Total Revenue	6,322	7,765	9,260	11,384	10,303 (b)	63.0%
EXPENSES:						
Degree Programs						
EMIS/MIS-SBPM	514	450	512	609	705	
EMBA-SBPM	969	1,123	1,203	1,474	1,316	
SEAS	968	1,340	1,412	1,868	1,757	
SEHD	520	928	748	856	888	
Physics	6	18	17	25	32	
Revenue Sharing			80	101	98	
Non Credit Programs	650	561	740	809	898	
Program Expenses	3,627	4,420	4,712	5,742	5,694	
General Administration						
Administration	332	482	741	774	1,142	
Library	264	309	370	399	376	
Physical Plant	343	381	405	408	312	
Marketing	196	220	249	239	273	
Total General Administration	1,135	1,392	1,765	1,820	2,103	
Direct Research Expenses	1,126	1,548	2,271	3,178	2,609	
Classroom buildout	171	204				
Total Program and Research Expenses	6,059	7,564	8,748	10,740	10,406	71.7%
Program and Research Surplus/(Deficit)	263	201	512	644	(103)	-139.2%
Debt Service	1,142	1,142	1,427	1,427	1,427	
Total Surplus/(Deficit)	(879)	(941)	(915)	(783)	(1,530)	74.1%
Endowment Transfer	344	-	-	-	-	
Operating Support	\$ 535	\$ 941	\$ 915	\$ 783	\$1,530	186.0%

(a) Includes indirect cost recoveries. Unlike other on or off campus activities, the Virginia Campus' indirect cost recoveries are used as a funding source for the Campus' program expenditures.

(b) The \$1 million decrease in revenue in 1998 was due largely to a drop in SEAS enrollment (one less cohort in the Telecommunications program and lower open enrollment).

DEBT OUTSTANDING

(in thousands)	1994	1995	1996	1997	1998
Debt outstanding	\$ 18,000	\$ 18,000	\$ 17,715	\$ 17,415	\$17,100

TABLE 4

MOUNT VERNON COLLEGE OPERATING RESULTS (a)
(In thousands)

	1996	Actual 1997 (b)	1998	1999	2000	Projected 2001	2002	2003
Revenues	\$9,418	\$7,367	\$7,072	\$5,652	\$8,052	\$10,901	\$15,009	\$17,015
Operating Expenses	13,084	11,716	10,356	7,806	8,350	9,337	10,226	10,920
Interest Expense				936	1,049	908	1,250	980
Depreciation	324	423	738					
Capital Expenditures				1,950	1,500	1,000	550	1,000
Increase/(Decrease in Net Assets) (c)	(3,990)	(4,772)	(4,022)	(5,040)	(2,847)	(344)	2,983	4,115

- 4 (a) Figures for 1996 through 1998 are based on audited financial statements and include depreciation expense. Remaining figures are based on budget projections and exclude depreciation expense but include capital expenditures.
- (b) In 1997 the College incurred an additional \$1.5 million in one-time expenses associated with its affiliation with The George Washington University.
- (c) Before retirement of debt. The acquisition of the College was funded through debt. The College's operating deficits, including interest expense, and its capital expenditures have been funded through a combination of endowment payout and additional debt. Through FY 99, \$26.9 million in debt and endowment payout has been used to support the campus. Through 2003, an additional \$9.5 million in endowment payout will be used to support the campus' operations and debt service.

Beginning next year, as the campus' operating deficits are reduced, endowment payout will be used to retire the debt. In 2002, the campus' operating surplus will fund a substantial portion of the debt retirement, allowing about \$3.5 million of the endowment payout to be used to support the University's operating budget. Following are the actual (1997 and 1998) and projected (1999 - 2003) outstanding balances on GW borrowing for the campus:

	1997	1998	1999	2000	2001	2002	2003
GW Borrowing	\$11,588	\$12,258	\$16,292	\$15,175	\$11,439	\$7,858	\$3,139

Table 5

Technology Funding and Expenditures (a)
\$(000)'s

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>Total</u>
Funding:						
Existing Funds	\$9,410	\$9,730	\$9,750	\$9,750	\$9,850	\$48,490
Technology Initiative (Operating Funds) (b)	\$3,500	\$4,500	\$5,500	\$6,500	\$6,500	\$26,500
Technology Initiative (Endowment Funds)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$17,500
Other Revenue Increases	\$990	\$1,440	\$1,780	\$1,980	\$2,280	\$8,470
Y2K	<u>\$5,600</u>	<u>\$1,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,600</u>
Total Funding	\$23,000	\$20,170	\$20,530	\$21,730	\$22,130	\$107,560
Expenditures:						
Administrative Systems (c)	\$14,280	\$18,260	\$15,250	\$9,845	\$7,810	\$65,445
Web Development	\$1,350	\$1,550	\$1,620	\$1,690	\$1,600	\$7,810
Data Network	\$10,610	\$6,820	\$5,950	\$5,650	\$5,040	\$34,070
Academic Tech Support/Administration (d)	\$5,160	\$5,470	\$5,540	\$5,590	\$5,680	\$27,440
Y2K	<u>\$5,600</u>	<u>\$1,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,600</u>
Total Expenses	\$37,000	\$33,100	\$28,360	\$22,775	\$20,130	\$141,365
Less Depreciation Expense	(\$1,250)	(\$2,460)	(\$3,250)	(\$3,600)	(\$3,530)	(\$14,090)
Total Cash Expenditures	\$35,750	\$30,640	\$25,110	\$19,175	\$16,600	\$127,275
Annual Cash Deficit	(\$12,750)	(\$10,470)	(\$4,580)	\$2,555	\$5,530	(\$19,715)
Debt Service	\$263	\$1,307	\$1,806	\$1,816	\$1,616	\$6,808

(a) Represents funding and expenditure projections as of April 1999. Includes funding, operating expenses and capital expenditures for all technology related activities.

(b) The \$1 million annual increase through FY02 is the result of the two-tiered tuition and fee structure that took effect in FY99.

(c) Includes the implementation of the Oracle Finance system (\$21 million) and annual operating costs of the Finance and Banner systems.

Includes CIRC and the Office of the Chief Information Officer.

TABLE 6

PROPOSED FY 00 BUDGET INCREASES (a)
(\$000)

Base:

Faculty & Staff Merit Increases (b)	\$5,400
Undergraduate Aid	2,300
Graduate Aid, Including Law (c)	550
Technology	1,000
Academic Operating Expenses (d)	225
Law School	<u>500</u>
Total Base Increase	\$9,975

New Academic Initiatives:

Expense Increase for Off Campus Programs	\$350
Academic Support to Improve Retention	300
Gelman Library Collections	<u>100</u>
Total New Initiatives Increase	\$750
Total Increase	\$10,725

(a) These increases are contingent upon achieving projected enrollment and revenue targets.

(b) Includes 4% merit increases for faculty and 3% merit increases for staff.

(c) In 1999 and 2000, \$1.5 million of the graduate aid budget is funded from the "New Academic Initiative" funding that is part of Supplemental Endowment Payout (see Table 10).

(d) Includes 3% increases for Gelman Library (\$100,000) and the Law School (\$125,000).
For the fourth consecutive year, there will be no increase for administrative units.

Table 7

The George Washington University **On-Campus**
Five Year Full Time Equivalent (FTE) Enrollments By Level, Fall 1994 to Fall 1998*

	Fall 1994	Fall 1995	Fall 1996	Fall 1997	Fall 1998	% Change
Undergraduate						
CSAS	3298	3515	3709	3851	3889	18%
SEHD**	88					
SEAS	501	515	487	495	461	-8%
SBPM	888	868	957	1031	1114	25%
ESIA	993	963	978	1011	1092	10%
SMHS***	114	209	198	82	48	-58%
SPHHS***				92	98	
TOTAL	5882	6070	6329	6562	6702	14%
Graduate						
CSAS	991	1133	1016	1080	999	1%
GSEHD	469	458	404	407	406	-13%
SEAS	782	766	666	578	451	-42%
SBPM***	1605	1428	1156	1213	1383	-14%
ESIA	523	512	491	497	450	-14%
LAW	1622	1653	1611	1553	1491	-8%
SMHS***	842	915	1049	743	754	-10%
SPHHS***				302	330	
TOTAL	6834	6865	6393	6373	6264	-8%
Non-Degree						
EFL	94	96	123	119	72	-23%
OUS	524	439	399	374	341	-35%
Total	618	535	522	493	413	-33%
On-Campus Total	13334	13470	13244	13428	13379	0%

Source: Census Enrollment Reports

* Full-time Equivalent (FTE) formula:

Undergraduate: full-time headcount + (part-time undergraduate credit hours/12)

Graduate (non-JD and non-MD): full-time headcount + (part-time graduate credit hours/9)

JD: full-time headcount + (part-time JD credit hours/11)

MD: All MD candidates are considered full-time.

OUS: full-time headcount + (part-time OUS credit hours/12)

EFL: full-time headcount + (part-time EFL credit hours/7)

** SEHD discontinued undergraduate program offerings as of Fall 1995. Exercise Science programs moved to SMHS, the Travel and Tourism program moved to SBPM, and the Human Services program moved to CSAS. All other undergraduate SEHD programs were phased out.

*** Effective 1997-98, SPHHS was formed consisting of programs from HSMP (previously in SBPM), and Exercise Science and Public Health (previously under SMHS).

TABLE 8

The George Washington University **Off-Campus**
Five Year Full Time Equivalent (FTE) Enrollments By Level, Fall 1994 to Fall 1998*

	Fall 1994	Fall 1995	Fall 1996	Fall 1997	Fall 1998	% Change
Undergraduate						
CSAS	1	1	0	0	1	0%
SEHD**	0	0	0	0	0	
SEAS	0	26	0	1	0	
SBPM	0	0	0	0	0	
ESIA	0	0	0	0	0	
SMHS***	32	0	21	196	387	1109%
SPHHS***	0	0	0	0	0	
TOTAL	33	27	21	197	388	1076%
Graduate						
CSAS	135	101	119	137	133	-1%
GSEHD	209	237	291	310	350	67%
SEAS	221	196	155	180	150	-32%
SBPM***	45	75	158	199	225	400%
ESIA	1	2	1	0	0	
LAW	1	0	0	0	0	
SMHS***	40	30	25	29	45	13%
SPHHS***	0	0	0	1	2	
TOTAL	652	641	749	856	905	39%
Non-Degree						
EFL	0	0	1	1	1	
OUS	234	349	286	276	292	25%
Total	234	349	287	277	293	25%
Off-Campus Total	919	1017	1057	1330	1586	73%

Source: Census Enrollment Reports

Full-time Equivalent (FTE) formula:

Undergraduate: full-time headcount + (part-time undergraduate credit hours/12)

Graduate (non-JD and non-MD): full-time headcount + (part-time graduate credit hours/9)

JD: full-time headcount + (part-time JD credit hours/11)

MD: All MD candidates are considered full-time.

OUS: full-time headcount + (part-time OUS credit hours/12)

EFL: full-time headcount + (part-time EFL credit hours/7)

* SEHD discontinued undergraduate program offerings as of Fall 1995. Exercise Science programs moved to SMHS, the Travel and Tourism program moved to SBPM, and the Human Services program moved to CSAS. All other undergraduate SEHD programs were phased out.

*** Effective 1997-98, SPHHS was formed consisting of programs from HSMP (previously in SBPM), and Exercise Science and Public Health (previously under SMHS).

TABLE 9

The George Washington University Market Basket Schools
Full-time Equivalent Enrollments by Level, Fall 1994 to Fall 1998*
Total and Undergraduate

	1994	1995	1996	1997	1998	% Change
Total**						
American University	8311	8440	8435	8397	8380	1%
Boston University	24797	25134	24977	N/A	N/A	N/A
Duke University	10945	11200	N/A	11307	11299	3%
Emory University	9855	N/A	10227	10081	N/A	N/A
George Washington University	13777	14175	14000	14509	14518	5%
Georgetown University	11154	11519	11638	11534	11529	3%
New York University	26660	27263	N/A	N/A	N/A	N/A
Northwestern University	15276	N/A	N/A	N/A	N/A	N/A
Southern Methodist University	7412	7489	7697	7843	8072	9%
Tufts University	7781	7860	7965	8251	8405	8%
Tulane University	9532	9318	N/A	N/A	9779	3%
University of Miami	12449	12437	12472	12493	12379	-1%
University of Southern California	23449	N/A	N/A	N/A	N/A	N/A
Vanderbilt University	9622	9624	9815	9823	9633	0%
Washington University	9434	9371	9546	10191	N/A	N/A
Undergraduate						
American University	4421	4659	4757	4757	4884	10%
Boston University	14294	14787	14764	N/A	N/A	N/A
Duke University	6054	6166	N/A	6230	6216	3%
Emory University	5751	N/A	5887	5848	N/A	N/A
George Washington University	5901	6082	6300	6716	6915	17%
Georgetown University	5880	5912	5910	5760	5896	0%
New York University	13795 ***	14091	N/A	N/A	N/A	N/A
Northwestern University	8446 ***	N/A	N/A	N/A	N/A	N/A
Southern Methodist University	4946	4997	5049	5151	5251	6%
Tufts University	4558	4541	4516	4723	4765	5%
Tulane University	5458	5326	N/A	N/A	5844	7%
University of Miami	7740	7496	7707	7544	7661	-1%
University of Southern California	14084 ***	N/A	N/A	N/A	N/A	N/A
Vanderbilt University	5682	5651	5754	5798	5627	-1%
Washington University	5117	5002	5171	5259	N/A	N/A
Graduate						
American University	2408	2372	2305	2235	2106	-13%
Boston University	6210	6185	6165	N/A	N/A	N/A
Duke University	3260	3358	N/A	3357	3336	2%
Emory University	2408	N/A	2637	2592	N/A	N/A
George Washington University	5080	5163	4895	5039	4949	-3%
Georgetown University	2414	2543	2581	2677	2672	11%
New York University	9729 ***	9230	N/A	N/A	N/A	N/A
Northwestern University	5213 ***	N/A	N/A	N/A	N/A	N/A
Southern Methodist University	1349	1378	1448	1504	1585	18%
Tufts University	1580	1645	1749	1820	1910	21%
Tulane University	2332	2278	N/A	N/A	2376	2%
University of Miami	2627	2674	2650	2559	2585	-2%
University of Southern California	6798 ***	N/A	N/A	N/A	N/A	N/A
Vanderbilt University	2750	2801	2882	2832	2793	2%
Washington University	2854	2951	2933	3492	N/A	N/A

Source: IPEDS Enrollment Data

* Full-time Equivalent (FTE) formula: Full-time Headcount+(Part-time Headcount/3)

** Includes undergraduate, graduate, first professional and non-degree enrollments.

*** Non-degree enrollments could not be identified, therefore all students are included in degree-seeking enrollments.

TABLE 10

**THE GEORGE WASHINGTON UNIVERSITY
ENDOWMENT REPORT**

<i>(in thousands)</i>	1994	1995	1996	1997	1998	% INCREASE 1994 - 1998
Market Value of Endowment (net of liabilities)						
Beginning of Year	\$ 329,048	\$ 333,796	\$ 369,487	\$ 462,738	\$ 534,306	
End of Year	333,796	369,487	463,000	534,306	609,387	82.6%
Average	<u>\$ 331,422</u>	<u>\$ 351,642</u>	<u>\$ 416,244</u>	<u>\$ 498,650</u>	<u>\$ 571,900</u>	
Gifts Designated for Endowment	\$ 8,048	\$ 4,132	\$ 8,621	\$ 7,656	\$ 2,431	-69.8%
Base Payout	<u>\$ 15,900</u>	<u>\$ 18,021</u>	<u>\$ 18,605</u>	<u>\$ 23,969</u>	<u>\$ 25,828</u>	
Supplemental Payout						
Virginia Campus Debt Service	344					
SEAS Voluntary Separation Plan		1,538				
Classrooms and Labs	1,000	1,000	1,500	1,500	1,500	
New Academic Initiatives (a)			1,500	1,500	1,500	
Mid Campus Quad				350	1,500	
Technology Initiative					2,500	
Total Supplemental Payout	<u>1,344</u>	<u>2,538</u>	<u>3,000</u>	<u>3,350</u>	<u>7,000</u>	
Total Payout	<u>\$ 17,244</u>	<u>\$ 20,559</u>	<u>\$ 21,605</u>	<u>\$ 27,319</u>	<u>\$ 32,828</u>	90.4%
Payout Rate (Total Payout/Average Market Value)	5.2%	5.8%	5.2%	5.5%	5.7%	
<p>Each year, the National Association of College and University Business Officers (NACUBO) issues a report on college and university endowments. Included in the report is a mean payout rate for the institutions which submitted data to NACUBO. The payout rate represents distributions from the endowment expressed as a percentage of the average of fiscal year beginning and ending market values. In all but one year (1994), NACUBO excluded one-time distributions from the endowment in calculating the payout rate. The 1994 mean payout rate is higher than the other years because it includes one-time distributions. The mean payout rates for the last five years were:</p>						
	6.0%	4.7%	4.3%	4.2%	4.0%	
Comparable GW rate	5.2%	5.1%	4.5%	4.8%	4.5%	

Source: Moody's Report workpapers and Treasury Management Department.

(a) In 1998, \$1.4 million was used to support graduate aid.

TABLE 11

Market Value of Endowment Assets*
For Market Basket Schools (000s)

	FY 94	FY 95	FY 96	FY 97	FY 98	% Change FY 94-98	94 Rank**	98 Rank ***	Endowment per FTE FY 98	98 Rank ****
Emory University	\$1,691,166	\$2,232,188	\$3,013,112	\$4,273,543	\$5,104,801	201.9%	11	5	\$ 509,207	14
Washington University	\$1,737,957	\$2,060,963	\$2,305,686	\$2,798,221	\$3,445,743	98.3%	10	10	\$ 346,028	23
Northwestern University	\$1,275,412	\$1,437,000	\$1,763,000	\$1,798,900	\$2,397,715	88.0%	14	15	\$ 159,221	63
Vanderbilt University	N/A	N/A	N/A	\$1,339,788	\$1,539,242	N/A	N/A	19	\$ 156,698	67
University of Southern California	\$ 791,355	\$ 883,798	\$1,022,339	\$1,204,672	\$1,432,786	81.1%	19	21	\$ 57,867	155
Duke University	\$ 699,003	\$ 782,093	\$ 966,669	\$1,134,290	\$1,359,992	94.6%	23	23	\$ 121,754	87
New York University	\$ 692,461	\$ 741,062	\$ 793,085	\$ 853,838	\$ 950,900	37.3%	24	32	\$ 37,910	203
Southern Methodist University	\$ 434,497	\$ 482,981	\$ 562,838	\$ 645,542	\$ 770,681	77.4%	37	44	\$ 97,951	105
Georgetown University	\$ 340,897	\$ 413,264	\$ 444,872	N/A	\$ 624,980	83.3%	53	59	\$ 51,257	168
George Washington University	\$ 333,796	\$ 369,487	\$ 462,738	\$ 534,306	\$ 609,387	82.6%	48	63	\$ 49,282	196
Boston University	\$ 339,291	\$ 380,974	\$ 433,717	\$ 484,728	\$ 560,661	65.2%	54	68	\$ 24,338	248
Tulane University	\$ 285,000	\$ 333,168	\$ 370,723	\$ 446,355	\$ 502,948	76.5%	69	76	\$ 49,703	172
Tufts University	\$ 217,298	\$ 247,191	\$ 289,705	\$ 358,140	\$ 441,792	103.3%	88	84	\$ 52,601	163
University of Miami	\$ 239,691	\$ 264,928	\$ 310,481	\$ 347,702	\$ 417,809	74.3%	78	90	\$ 32,731	217
American University	\$ 35,938	\$ 38,896	\$ 71,000	\$ 82,815	\$ 105,466	193.5%	300	262	\$ 12,038	306

* Data from NACUBO Endowment Studies. Data ordered by FY 98 Market Value. Excludes Life Income Fund Assets.

** Rank within the 446 public and private schools participating in the 1994 NACUBO Endowment Study.

*** Rank within the 508 public and private schools participating in the 1998 NACUBO Endowment Study.

**** Rank within the 343 private schools participating in the 1998 NACUBO Endowment Study.

TABLE 12

THE GEORGE WASHINGTON UNIVERSITY
FISCAL YEAR 1999 FIVE-YEAR CAPITAL BUDGET
(Excluding the Medical Center & Mount Vernon & Technology)
\$(000)'s

<u>PROJECTS</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>TOTAL</u>
BASE CAPITAL BUDGET	\$5,015	\$4,729	\$5,014	\$6,490	\$5,350	\$26,598
MAJOR DEVELOPMENT PROJECTS	<u>40,714</u>	<u>72,057</u>	<u>11,055</u>	<u>3,300</u>	<u>15,500</u>	<u>142,626</u>
TOTAL PROJECTS	\$45,729	\$76,786	\$16,069	\$9,790	\$20,850	\$169,224
 <u>SOURCES OF FUNDING</u>						
OPERATING BUDGET	\$1,419	\$1,733	\$2,463	\$2,764	\$1,696	\$10,075
DEBT	23,816	65,157	9,255	1,500	5,500	105,228 (c)
PLANT (a)	11,127	1,996	1,551	2,226	2,154	19,054
GIFTS	6,100	6,400	1,300	1,800	10,000	25,600 (c)
ENDOWMENT	<u>3,267 (b)</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>9,267 (c)</u>
TOTAL SOURCES OF FUNDING	\$45,729	\$76,786	\$16,069	\$9,790	\$20,850	\$169,224

(a) The FY99 figure includes \$9.6 million from the Marvin Center building fund, which was created through fundraising. The balance of this line represents University capital funds.

(b) The FY98 Capital Budget included \$1.5 million for the Mid Campus Quad. Of this amount, \$250K will not be drawn until FY99.

(c) In addition, FY 98 included major project spending of \$29 million in debt, \$1.2 million in gifts, and \$1.6 million in endowment.

TABLE 13

THE GEORGE WASHINGTON UNIVERSITY
APPROVED FY 99 FIVE-YEAR CAPITAL BUDGET
(Excluding the Medical Center & Mount Vernon)
(In Thousands of Dollars)

Building	Description	Estimated Expenditures Through FY 98	FY99	FY00	FY01	FY02	FY03	Total
New Building	On Campus Housing I	\$22,974	\$0	\$0	\$0	\$0	\$0	\$22,974
New Building 11/95 & Prior	Health and Wellness Center	3,000	8,606	15,739	0	0	0	27,345 (see note #1)
New Building	On Campus Housing II - Square 43	0	2,050	20,431	9,255	0	0	31,736 (see note #1)
New Building	Science Building	0	0	0	0	1,000	5,000	6,000 (see note #2)
Lisner/Stuart Halls, Phase II	Lisner-Stuart-Bell Exterior Renovations	833	200	0	0	0	0	1,033
Marvin Center	Renovation and Expansion	1,000	9,000	12,387	0	0	0	22,387 (see note #1)
Gelman Library	Renovation of 6th and 7th Floors	1,300	4,700	0	0	0	0	6,000
New Building	Media & Public Affairs	600	6,900	19,000	0	0	0	26,500
Mid Campus Quad	Redevelopment	1,600	1,700	0	0	0	0	3,300
Campus Plan	Update	50	200	200	0	0	0	450
1916, 1918 F Street	Convert Townhouses to Faculty Club	304	2,808	0	0	0	0	3,112
West End	Renovation of West End	0	750	500	500	500	500	2,750
2003 G Street	Law School Addition, Expansion & Backfill	200	3,100	3,400	1,300	0	0	8,000 (see note #3)
New Building	SBPM - Square 56 & Backfill	0	0	0	0	1,000	5,000	6,000 (see note #4)
New Building	Law School 20th & H Streets	0	0	0	0	800	5,000	5,800 (see note #5)
Renovation	2033, 2035, 2037 F Street	0	700	400	0	0	0	1,100
Total Major Development Projects:		\$31,861	\$40,714	\$72,057	\$11,055	\$3,300	\$15,500	\$174,487 (see note #7)

13

SUMMARY OF FUNDING		Operating Budget	Debt	Plant/Gifts	Endowment	Total
New Building	On Campus Housing I		\$22,974			\$22,974
New Building	Health and Wellness Center		24,345	3,000		27,345
New Building	On Campus Housing II - Square 43		31,736			31,736
New Building	Science Building		6,000			6,000 (see note #2)
Lisner/Stuart/Bell Halls	Exterior Renovation		1,033			1,033
Marvin Center	Renovation and Expansion		12,289	9,598	500	22,387
Gelman Library	Renovation 6th & 7th Floors		6,000			6,000
New Building	Media & Public Affairs Bldg		22,500	3,000	1,000	26,500 (see note #6)
Mid Campus Quad	Redevelopment				3,300	3,300
Campus Plan	Update		450			450
1916, 1918 F Street	Convert Townhouses to Faculty Club		3,112			3,112
West End	Renovation of West End		2,750			2,750
2003 G Street	Law School Addition, Expansion & Backfill			8,000		8,000 (see note #3)
New Building	SBPM - Square 56 & Backfill			6,000		6,000 (see note #4, 6)
Renovation	2033, 2035, 2037 F Street		1,100			1,100
New Building	Law School 20th & H Streets			5,800		5,800 (see note #5, 6)
SUB TOTAL MAJOR PROJECTS		\$0	\$134,289	\$35,398	\$4,800	\$174,487 (see note #7)
Various	Base Capital Budget	10,075	0	10,456	6,067	26,598
TOTAL CAPITAL		\$10,075	\$134,289	\$45,854	\$10,867	\$201,085

Bold = Projects Included in FY98 Five Year Capital Budget
Italics = New Projects

Notes: #1 = Capitalized interest and finance costs included for: Health & Wellness-\$806K in FY99, \$1,339K in FY00; On-Campus Housing II-\$50K in FY99, \$431K in FY00, \$1,255K in FY01; Marvin Center-\$767K in FY00.
#2 = New Science Building \$45 million total (debt)
#3 = The project will be funded through a combination of Law School funds and fund raising. The University will advance up to \$2 million for the project pending the completion of fund raising.
#4 = SBPM, Square 56 & Backfill- \$25 million total (through FY 05)(\$10 million gift, \$15 million debt or the endowment)
#5 = New Law School Building \$20 million total, to be funded \$10M gift; \$10M debt or the endowment.
#6 = Fund raising efforts will be initiated for these projects. The balance of funding will come from debt or the endowment.
#7 = FY 99 information has been included for major projects only.

COMMITTEE ON LIBRARIES

1998-99 Annual Report

August 13, 1999

This committee was active during the fall, 1998 semester. The chair met with Jack Siggins early in the fall to talk about his concerns and interests. This meeting coincided with a concern throughout the campus that the library budget's rate of growth would be severely constrained in the next fiscal year. The meeting between Siggins and the chair led to a meeting of the library committee in October. At that meeting, attended by Siggins and representatives of the other campus libraries, the discussion centered on student access to the library during the evening and early morning and on the general adequacy of library resources to serve the GW community. At a subsequent meeting of Faculty Senate, the chair asked Vice President Lehman to extend student access to Gelman Library and the Vice President replied that this task had already been accomplished. Concerns about the library's budget receded as the full details of the situation became known to the university community.

This committee took neither a long nor a probing look at the operation of the university's libraries. In the future, the committee might wish to constitute itself as constructive but critical voice, independent of the library administration, in order to provide Mr. Siggins and his colleagues with more useful advice.

Edward Berkowitz, Chair

**ANNUAL REPORT
of
THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE
1998-99 SESSION**

The Executive Committee established the agenda for eight regular meetings of the 1998-99 Session.

During the course of the session, the Executive Committee referred a variety of matters for consideration and action to standing committees. It requested that the Committee on Admissions Policy, Student Financial Aid, and Enrollment Management review the funding of graduate teaching assistantships and the current policy on continuing enrollment charges for doctoral candidates.

The Executive Committee transmitted to the Committee on Educational Policies for review the Code of Electronic Policy as proposed by the Administration.

It also requested a review with respect to compliance with the Faculty Code of the proposed Medical Center faculty personnel policies by the Committee on Professional Ethics and Academic Freedom.

During the 1998-99 Session, the Executive Committee arranged for deliberation of eight resolutions, of which seven were adopted by the Faculty Senate, while one was tabled. A tabulation of these resolutions and the response of the Administration are attached.

The Executive Committee also arranged for the presentation of special reports to the Faculty Senate. These addressed financial aid and enrollment data over the last five-year period, campus planning, the Year 2000 electronic compliance, enrollment for Fall 1998, recruitment and appointment of women and faculty of color, and faculty salaries and executive compensation.

The Executive Committee appointed an ad hoc committee on faculty issues relating to the Mount Vernon campus and an ad hoc committee to review the interim policy and procedures governing sexual harassment complaints.

2.

In July 1998, in accordance with the Faculty Code, the Executive Committee was notified of three administrative nonconcurrences with faculty personnel recommendations. Two were in the Columbian School of Arts and Sciences and one was in the School of Business and Public Management. In one case in the Columbian School, the Executive Committee reviewed the case and advised that in its judgment the Dean has provided "compelling reasons" and provided "supporting reasons." The Department subsequently withdrew its recommendation. In the second case from the same School, the Executive Committee advised that it found that the Dean had not provided "compelling reasons" or provided "supporting reasons." The Academic Vice President supported the Dean's nonconcurrency. The faculty elected to have the Board of Trustees make the final determination. In May 1999 the Board of Trustees sustained the Administration's nonconcurrency. In the nonconcurrency case in the School of Business and Public Management, the Executive Committee's view was that the Dean had not provided either "compelling reasons" or "supporting reasons." The Academic Vice President supported the Dean's nonconcurrency. The Department elected to have the case reviewed for final determination by the Board of Trustees, which supported the Administration's nonconcurrency.

In October 1998 the Executive Committee received a grievance from the School of Business and Public Management. In accordance with the Faculty Code, the Executive Committee appointed one of its members, Professor John Boswell, to determine if all reasonable efforts to achieve a resolution had been exhausted by the grievant. That provision having been satisfied, the Executive Committee appointed Professor Carol Izumi as Special Mediator. In July 1999 the case was successfully settled through this mediation process, and the grievance was withdrawn by the faculty member.

The 1998-1999 Session of the Faculty Senate has considered and dealt with matters central to the success of the faculty's role in governance at the University. The Executive Committee is exceedingly grateful to Faculty Senate members and colleagues throughout the University for their hard work, dedication and support. The Committee

3.

extends sincere thanks to President Trachtenberg and Vice President Lehman for their formal and informal efforts and leadership in the resolution of difficult and challenging issues. The Committee also extends special thanks to Doris Trone and Sue Campbell for their effective and conscientious assistance in the work of the Faculty Senate.

Respectfully submitted,



Lilien F. Robinson
Chair

Members of the Executive Committee:

Hugh L. Agnew
John G. Boswell
Linda L. Gallo
Robert J. Harrington
Arthur E. Wilmarth, Jr.
Philip W. Wirtz

Ex officio, Stephen J. Trachtenberg, President

Attachment



THE PRESIDENT

TO: Lillian F. Robinson
FROM: Stephen J. Trachtenberg
SUBJECT: 1998-99 Faculty Senate Resolutions
DATE: June 18, 1999

Lillian: I am in receipt of your April 16, 1999 memorandum providing a tabulation of resolutions acted upon by the Faculty Senate during its 1998-99 session. As you requested, I am pleased to attach the response of the Administration to these resolutions for inclusion in the Faculty Senate Annual Report.

SJT/h
Attachment



Resolutions 1998-99 Session

Resqlution No.	Date of Meeting	Title of Resolution	Action	Response of administration
98/ 1	5/8/98	A Resolution of Appreciation for Doris D. Trone	Adopted by acclamation 5/8/98	RECEIVED
98/2	9/11/98	A Resolution to Change the Description of the Z Symbol	Adopted, as amended 9/11/98	RECEIVED
98/3	9/11/98	A Resolution to Strengthen University Relations with its Retired Faculty (Substitute)	Adopted, as amended 9/11/98	RECEIVED
98/4	10/16/98	A Resolution to Endorse a Revised University Copyright Policy	Adopted, as amended 10/16/98	RECEIVED
98/5	12/11/98	A Resolution to Endorse Interim Policy and Procedures Governing Sexual Harassment Complaints, as Amended	Adopted, as amended 12/11/98	RECEIVED with the understanding that a final version will be completed this calendar year
98/6	12/11/98	A Resolution Opposing Making the Vice President for Academic Affairs' Notice of Denial of Tenure Final Action of the University (Although Subject to Appeal)	Tabled 12/11/98	TABLED

Resolutions 1998-99 Session

Resolution No.	Date of Meeting	Title of Resolution	Action	Response of administration
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98/7

2/5/99

A Resolution on Tenure by Default
(Substitute)

Adopted
2/5/99

Approved by Board of Trustees
2/12/99

98/8

3/12/99

A Resolution Encouraging the Faculty
to Support and Participate in Charity
Events

Adopted, as
amended
3/12/99

RECEIVED